

Function : AFU – Audit and Financial/Business Controls
Level : P1 – Entry (P1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	14	72.5	---	67.1	72.5	77.9	---
Actual Bonus Amount	4	10	8.1	---	---	8.7	---	---
Actual Bonus as % of Base	4	10	11	---	---	12	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	5	14	79.0	---	74.1	77.0	84.8	---
Actual Total Direct Compensation (Incl LTI)	5	14	79.8	---	74.1	77.0	86.8	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	14	79.0	---	74.1	77.0	84.8	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	5	14	79.8	---	74.1	77.0	86.8	---
Total Compensation (Incl Perqs)	5	14	80.6	---	74.6	77.3	88.2	---
TARGET COMPENSATION								
Target Bonus Amount	4	10	8.4	---	---	8.4	---	---
Target Bonus as % of Base	4	10	12	---	---	13	---	---
Target Cash Compensation	5	14	79.2	---	73.8	76.8	85.7	---
Target Total Direct Compensation (Incl LTI)	5	14	80.0	---	73.8	76.8	87.7	---
Target Total Compensation (Incl Perqs)	5	14	80.8	---	74.4	77.1	89.0	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	4	10	1.0	---	---	0.8	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	14	5,046.3	---	2,165.5	4,045.0	8,427.7	---

Bonus Eligibility

80% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
20% Not eligible

LTI Eligibility

80% No
20% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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Function : AFU – Audit and Financial/Business Controls

Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	11	115.9	---	91.5	113.3	131.9	---
Actual Bonus Amount	6	10	17.1	---	10.2	13.6	26.0	---
Actual Bonus as % of Base	6	10	16	---	10	14	23	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	7	11	130.5	---	102.6	126.9	164.8	---
Actual Total Direct Compensation (Incl LTI)	7	11	137.2	---	102.6	138.9	165.4	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	11	130.6	---	102.6	126.9	164.8	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	7	11	137.4	---	102.6	139.9	165.4	---
Total Compensation (Incl Perqs)	7	11	137.5	---	102.6	141.2	165.4	---
TARGET COMPENSATION								
Target Bonus Amount	5	6	14.8	---	9.8	12.5	20.9	---
Target Bonus as % of Base	5	6	14	---	10	13	18	---
Target Cash Compensation	6	7	128.6	---	98.4	127.9	160.0	---
Target Total Direct Compensation (Incl LTI)	6	7	131.6	---	98.4	127.9	168.0	---
Target Total Compensation (Incl Perqs)	6	7	131.8	---	98.4	128.6	168.0	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	1	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	7	11	14,361.4	---	1,096.0	10,523.0	26,968.0	---

Bonus Eligibility

86% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
14% Not eligible

LTI Eligibility

71% No
29% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

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Function : AFU – Audit and Financial/Business Controls
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	28	69	141.7	98.3	125.2	149.1	156.7	165.0
Actual Bonus Amount	26	61	29.4	8.1	14.6	31.4	39.3	46.9
Actual Bonus as % of Base	26	61	20	7	14	22	25	31
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	28	69	168.6	101.5	150.6	179.1	195.9	203.3
Actual Total Direct Compensation (Incl LTI)	28	69	185.8	101.5	154.7	197.5	221.4	240.0
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	4	4	19.8	---	---	11.2	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	28	69	170.3	101.5	150.1	179.4	196.9	203.3
Total Direct Compensation (Incl LTI & Other Variable Payments)	28	69	187.6	101.5	154.7	197.5	221.4	255.6
Total Compensation (Incl Perqs)	28	69	189.2	101.5	154.7	198.8	223.5	255.6
TARGET COMPENSATION								
Target Bonus Amount	25	63	26.6	11.1	21.7	30.0	32.4	35.3
Target Bonus as % of Base	25	63	18	11	15	20	20	24
Target Cash Compensation	27	68	165.6	99.9	146.4	179.0	186.0	196.5
Target Total Direct Compensation (Incl LTI)	27	68	182.2	99.9	153.8	186.0	214.0	226.4
Target Total Compensation (Incl Perqs)	27	68	183.8	99.9	153.8	191.3	219.0	228.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	16	27	33.7	17.3	22.0	30.6	43.1	59.0
LTI as % of Base	16	27	22	11	13	20	30	40
Total Perquisite Amount	13	24	3.3	0.2	0.6	3.4	5.6	6.9
SCOPE VARIABLES								
Company Revenue (millions)	28	69	7,221.8	923.5	2,035.1	4,037.5	10,029.7	19,230.2

Bonus Eligibility	
91%	Eligible
1%	Eligible but payment not received for poor performance reasons
0%	Eligible but payment not received due to insufficient time on the job
7%	Not eligible

LTI Eligibility	
43%	No
57%	Yes

Hourly Rate Eligibility	
100%	No
0%	Yes

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Function : AFU – Audit and Financial/Business Controls
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	20	36	175.6	132.0	149.9	171.2	200.5	233.6
Actual Bonus Amount	17	30	51.1	20.2	25.8	50.7	67.5	94.0
Actual Bonus as % of Base	17	30	28	14	18	27	34	48
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	20	36	219.1	132.0	176.5	223.3	266.4	312.6
Actual Total Direct Compensation (Incl LTI)	20	36	268.3	132.0	189.0	257.4	353.6	428.9
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	4	5	21.7	---	---	18.1	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	20	36	221.6	132.0	177.7	223.3	268.7	313.4
Total Direct Compensation (Incl LTI & Other Variable Payments)	20	36	270.8	132.0	189.1	258.7	355.7	428.9
Total Compensation (Incl Perqs)	20	36	277.6	132.0	189.1	267.4	366.1	438.5
TARGET COMPENSATION								
Target Bonus Amount	16	29	42.8	20.5	31.5	42.1	54.0	63.3
Target Bonus as % of Base	16	29	23	15	20	25	28	30
Target Cash Compensation	19	35	213.2	131.9	183.5	217.5	252.3	260.8
Target Total Direct Compensation (Incl LTI)	19	35	257.6	131.9	191.0	243.6	361.1	410.0
Target Total Compensation (Incl Perqs)	19	35	264.7	131.9	191.0	257.6	369.5	417.5
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	14	16	77.5	21.9	29.1	58.5	123.8	156.3
LTI as % of Base	14	16	40	12	19	28	64	88
Total Perquisite Amount	11	13	12.4	2.8	3.6	8.4	15.5	45.4
SCOPE VARIABLES								
Company Revenue (millions)	20	36	7,771.1	989.7	1,826.2	3,983.9	10,507.6	26,340.9

Bonus Eligibility
85% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
15% Not eligible

LTI Eligibility
36% No
64% Yes

Hourly Rate Eligibility
100% No
0% Yes

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Function : AFU – Audit and Financial/Business Controls
Level : M4 – Group Manager (M4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	8	201.2	---	176.3	186.9	230.1	---
Actual Bonus Amount	6	7	54.7	---	41.7	57.0	69.4	---
Actual Bonus as % of Base	6	7	28	---	23	27	36	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	7	8	248.1	---	221.9	230.1	279.5	---
Actual Total Direct Compensation (Incl LTI)	7	8	338.4	---	230.1	341.9	419.5	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	8	248.1	---	221.9	230.1	279.5	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	7	8	338.4	---	230.1	341.9	419.5	---
Total Compensation (Incl Perqs)	7	8	347.5	---	236.4	341.9	433.9	---
TARGET COMPENSATION								
Target Bonus Amount	5	5	59.4	---	41.5	62.0	75.9	---
Target Bonus as % of Base	5	5	30	---	23	29	38	---
Target Cash Compensation	6	6	254.9	---	227.0	243.7	282.9	---
Target Total Direct Compensation (Incl LTI)	6	6	334.3	---	227.0	336.4	425.7	---
Target Total Compensation (Incl Perqs)	6	6	343.8	---	228.6	345.5	441.0	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	6	126.4	---	92.7	140.0	153.3	---
LTI as % of Base	5	6	64	---	47	68	79	---
Total Perquisite Amount	5	6	12.7	---	6.5	14.3	18.1	---
SCOPE VARIABLES								
Company Revenue (millions)	7	8	7,329.7	---	951.4	10,523.0	12,505.0	---

Bonus Eligibility

86% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
14% Not eligible

LTI Eligibility

29% No
71% Yes

Hourly Rate Eligibility

100% No
0% Yes

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Function : AFU – Audit and Financial/Business Controls
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	15	48	82.6	71.5	73.4	79.9	83.9	109.9
Actual Bonus Amount	12	37	9.5	2.8	5.0	10.5	13.4	15.8
Actual Bonus as % of Base	12	37	12	4	8	13	15	19
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	15	48	89.7	73.3	80.8	85.3	95.8	118.8
Actual Total Direct Compensation (Incl LTI)	15	48	91.3	73.3	83.0	87.3	95.8	118.8
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	15	48	89.7	73.3	80.8	85.3	95.8	118.8
Total Direct Compensation (Incl LTI & Other Variable Payments)	15	48	91.3	73.3	83.0	87.3	95.8	118.8
Total Compensation (Incl Perqs)	15	48	91.7	73.3	83.0	87.8	96.2	119.1
TARGET COMPENSATION								
Target Bonus Amount	11	33	9.5	2.5	8.0	9.6	11.6	14.8
Target Bonus as % of Base	11	33	12	4	10	12	15	15
Target Cash Compensation	14	41	90.6	73.7	82.7	88.3	96.1	119.5
Target Total Direct Compensation (Incl LTI)	14	41	91.8	73.7	82.7	88.9	97.1	119.5
Target Total Compensation (Incl Perqs)	14	41	92.3	73.7	82.8	89.5	97.6	119.8
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	14	6.0	---	3.7	6.5	8.1	---
LTI as % of Base	5	14	8	---	5	9	10	---
Total Perquisite Amount	7	11	0.9	---	0.5	0.8	1.2	---
SCOPE VARIABLES								
Company Revenue (millions)	15	48	9,055.9	454.8	2,397.0	4,457.4	13,224.0	30,004.8

Bonus Eligibility

76% Eligible
1% Eligible but payment not received for poor performance reasons
1% Eligible but payment not received due to insufficient time on the job
23% Not eligible

LTI Eligibility

60% No
40% Yes

Hourly Rate Eligibility

100% No
0% Yes

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Function : AFU – Audit and Financial/Business Controls
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	27	165	100.1	84.9	88.7	96.5	107.6	128.1
Actual Bonus Amount	24	105	11.8	4.7	8.8	11.4	14.5	20.1
Actual Bonus as % of Base	24	105	12	5	10	11	16	20
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	27	165	110.3	87.7	97.3	108.8	123.5	132.7
Actual Total Direct Compensation (Incl LTI)	27	165	112.9	87.5	98.8	115.6	124.0	133.2
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	4	7	4.2	---	---	1.4	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	27	165	110.8	87.5	97.3	109.3	123.5	132.9
Total Direct Compensation (Incl LTI & Other Variable Payments)	27	165	113.5	87.5	98.8	115.6	125.7	133.6
Total Compensation (Incl Perqs)	27	165	114.0	87.5	98.8	116.1	127.2	135.2
TARGET COMPENSATION								
Target Bonus Amount	23	102	11.6	5.2	8.6	10.6	14.6	18.0
Target Bonus as % of Base	23	102	12	6	10	13	15	15
Target Cash Compensation	26	157	110.5	88.6	100.4	109.5	121.4	132.2
Target Total Direct Compensation (Incl LTI)	26	157	113.0	88.6	100.7	116.7	122.9	132.9
Target Total Compensation (Incl Perqs)	26	157	113.5	88.6	100.7	117.6	123.2	133.8
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	9	28	9.2	---	6.2	7.6	13.1	---
LTI as % of Base	9	28	10	---	6	8	14	---
Total Perquisite Amount	13	38	1.0	0.2	0.3	0.5	1.7	2.4
SCOPE VARIABLES								
Company Revenue (millions)	27	165	7,306.9	972.6	2,344.5	4,045.0	10,523.0	23,911.2

Bonus Eligibility
84% Eligible
0% Eligible but payment not received for poor performance reasons
2% Eligible but payment not received due to insufficient time on the job
14% Not eligible

LTI Eligibility
62% No
38% Yes

Hourly Rate Eligibility
96% No
4% Yes

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Function : AFU – Audit and Financial/Business Controls
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	33	213	120.8	107.7	112.5	118.6	126.1	139.4
Actual Bonus Amount	28	162	19.5	7.7	14.8	18.5	24.7	30.7
Actual Bonus as % of Base	28	162	16	7	14	16	20	25
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	33	213	137.3	116.1	124.7	138.2	148.9	153.8
Actual Total Direct Compensation (Incl LTI)	33	213	143.9	117.1	126.1	139.8	158.4	173.2
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	6	11	3.8	---	0.6	0.8	6.3	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	33	213	137.9	116.1	124.1	138.2	149.9	155.9
Total Direct Compensation (Incl LTI & Other Variable Payments)	33	213	144.6	117.1	126.1	139.8	158.4	183.8
Total Compensation (Incl Perqs)	33	213	145.4	117.1	126.1	141.4	159.8	184.8
TARGET COMPENSATION								
Target Bonus Amount	27	159	17.8	11.6	13.6	17.8	20.6	24.2
Target Bonus as % of Base	27	159	15	10	12	15	17	20
Target Cash Compensation	32	207	136.2	113.1	124.4	137.0	145.9	150.3
Target Total Direct Compensation (Incl LTI)	32	207	142.6	113.1	125.9	139.9	158.0	169.8
Target Total Compensation (Incl Perqs)	32	207	143.4	113.4	125.9	141.7	158.1	170.2
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	14	47	19.5	9.0	12.3	19.2	25.5	34.2
LTI as % of Base	14	47	16	8	10	16	20	26
Total Perquisite Amount	14	47	1.8	0.3	0.4	1.1	2.6	5.7
SCOPE VARIABLES								
Company Revenue (millions)	33	213	7,110.2	734.5	1,856.0	4,457.4	11,328.5	18,666.3

Bonus Eligibility
84% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
15% Not eligible

LTI Eligibility
61% No
39% Yes

Hourly Rate Eligibility
100% No
0% Yes

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Function : AFU – Audit and Financial/Business Controls
Level : P5 – Master (P5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	16	39	153.6	123.7	142.6	150.8	161.9	190.4
Actual Bonus Amount	15	31	29.3	8.4	16.0	28.2	41.0	48.1
Actual Bonus as % of Base	15	31	19	6	11	22	25	31
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	16	39	181.0	137.6	157.2	185.8	202.7	221.2
Actual Total Direct Compensation (Incl LTI)	16	39	204.5	146.2	160.8	207.7	236.5	253.6
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	6	16.6	---	0.4	5.0	38.7	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	16	39	185.8	137.6	157.3	188.5	203.8	237.6
Total Direct Compensation (Incl LTI & Other Variable Payments)	16	39	209.2	146.2	160.8	207.9	238.8	278.5
Total Compensation (Incl Perqs)	16	39	210.5	146.2	160.8	208.0	241.8	279.9
TARGET COMPENSATION								
Target Bonus Amount	14	30	28.2	13.7	21.4	29.2	33.5	39.9
Target Bonus as % of Base	14	30	18	11	15	20	20	24
Target Cash Compensation	15	38	181.8	139.8	164.2	183.6	194.3	218.3
Target Total Direct Compensation (Incl LTI)	15	38	205.5	145.5	178.2	206.9	232.7	249.9
Target Total Compensation (Incl Perqs)	15	38	206.8	145.5	178.2	206.9	238.1	252.6
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	13	19	30.4	13.1	21.3	25.8	39.1	55.9
LTI as % of Base	13	19	19	9	11	17	25	35
Total Perquisite Amount	8	12	2.6	---	0.4	2.8	4.3	---
SCOPE VARIABLES								
Company Revenue (millions)	16	39	10,098.0	2,021.0	3,188.1	5,189.2	13,130.5	29,245.6

Bonus Eligibility
94% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
6% Not eligible

LTI Eligibility
24% No
76% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AFY – Risk Management
Level : P1 – Entry (P1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	7	65.9	---	62.8	67.0	68.3	---
Actual Bonus Amount	5	7	8.0	---	5.0	7.8	11.0	---
Actual Bonus as % of Base	5	7	12	---	8	12	16	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	5	7	73.8	---	68.5	73.5	79.3	---
Actual Total Direct Compensation (Incl LTI)	5	7	75.4	---	68.5	75.3	82.3	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	7	73.8	---	68.5	73.5	79.3	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	5	7	75.4	---	68.5	75.3	82.3	---
Total Compensation (Incl Perqs)	5	7	76.1	---	69.9	75.6	82.6	---
TARGET COMPENSATION								
Target Bonus Amount	5	7	7.6	---	5.7	8.0	9.2	---
Target Bonus as % of Base	5	7	11	---	9	12	14	---
Target Cash Compensation	5	7	73.4	---	68.5	75.0	77.6	---
Target Total Direct Compensation (Incl LTI)	5	7	75.0	---	69.9	75.6	79.7	---
Target Total Compensation (Incl Perqs)	5	7	75.7	---	70.3	76.9	80.6	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	7	14,432.7	---	6,800.5	13,224.0	22,669.2	---

<u>Bonus Eligibility</u>		<u>LTI Eligibility</u>		<u>Hourly Rate Eligibility</u>	
100%	Eligible	40%	No	100%	No
0%	Eligible but payment not received for poor performance reasons	60%	Yes	0%	Yes
0%	Eligible but payment not received due to insufficient time on the job				
0%	Not eligible				

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AFY – Risk Management
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	15	31	146.7	103.9	125.0	151.8	162.5	185.6
Actual Bonus Amount	13	29	34.1	16.9	21.0	32.7	39.3	69.2
Actual Bonus as % of Base	13	29	22	11	17	22	25	37
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	15	31	176.2	117.2	142.1	186.6	200.8	235.6
Actual Total Direct Compensation (Incl LTI)	15	31	200.6	117.6	154.0	197.0	236.8	306.3
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	15	31	176.8	117.2	142.1	186.6	200.8	235.6
Total Direct Compensation (Incl LTI & Other Variable Payments)	15	31	201.1	117.6	154.0	197.0	236.8	310.9
Total Compensation (Incl Perqs)	15	31	204.5	118.0	154.0	197.0	242.7	317.0
TARGET COMPENSATION								
Target Bonus Amount	13	29	31.5	18.7	28.6	31.7	33.3	47.5
Target Bonus as % of Base	13	29	21	15	20	20	21	27
Target Cash Compensation	15	31	174.0	117.6	143.5	182.2	195.0	229.1
Target Total Direct Compensation (Incl LTI)	15	31	198.4	117.6	156.2	199.3	235.9	288.3
Target Total Compensation (Incl Perqs)	15	31	201.8	117.7	160.7	199.6	241.8	295.8
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	10	22	39.0	7.3	20.3	36.2	51.1	87.4
LTI as % of Base	10	22	24	6	15	22	33	46
Total Perquisite Amount	7	12	7.3	---	0.8	5.9	15.2	---
SCOPE VARIABLES								
Company Revenue (millions)	15	31	8,349.9	769.1	1,791.0	3,922.8	13,224.0	30,004.8

Bonus Eligibility
87% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
13% Not eligible

LTI Eligibility
36% No
64% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AFY – Risk Management
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	14	29	171.6	115.8	142.8	178.2	208.0	214.7
Actual Bonus Amount	13	28	49.9	14.0	19.8	58.4	63.7	89.9
Actual Bonus as % of Base	13	28	27	10	16	29	34	42
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	14	29	217.9	124.1	156.9	235.6	269.2	301.0
Actual Total Direct Compensation (Incl LTI)	14	29	261.0	124.1	156.9	258.5	340.4	429.5
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	14	29	217.9	124.1	156.9	235.6	269.2	301.0
Total Direct Compensation (Incl LTI & Other Variable Payments)	14	29	261.0	124.1	156.9	258.5	340.4	429.5
Total Compensation (Incl Perqs)	14	29	266.0	124.1	156.9	262.0	348.6	438.9
TARGET COMPENSATION								
Target Bonus Amount	13	28	40.8	12.1	22.6	45.8	54.4	60.6
Target Bonus as % of Base	13	28	23	10	15	25	28	34
Target Cash Compensation	14	29	209.5	123.2	155.5	218.1	261.5	273.7
Target Total Direct Compensation (Incl LTI)	14	29	252.6	123.2	155.5	241.0	331.4	399.9
Target Total Compensation (Incl Perqs)	14	29	257.6	123.2	155.5	244.5	342.0	409.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	7	18	86.2	---	60.8	80.0	98.9	---
LTI as % of Base	7	18	43	---	28	44	46	---
Total Perquisite Amount	8	17	9.2	---	4.0	8.0	14.4	---
SCOPE VARIABLES								
Company Revenue (millions)	14	29	8,386.3	1,502.5	3,378.2	4,271.0	12,684.7	23,949.5

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
93%	Eligible	50%	No	100%	No
0%	Eligible but payment not received for poor performance reasons	50%	Yes	0%	Yes
0%	Eligible but payment not received due to insufficient time on the job				
7%	Not eligible				

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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Function : AFY – Risk Management
Level : M4 – Group Manager (M4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	7	223.2	---	210.4	215.6	239.9	---
Actual Bonus Amount	5	7	87.1	---	74.6	92.3	97.1	---
Actual Bonus as % of Base	5	7	39	---	35	39	43	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	5	7	310.4	---	289.3	301.3	336.0	---
Actual Total Direct Compensation (Incl LTI)	5	7	424.4	---	334.4	464.9	494.1	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	7	310.4	---	289.3	301.3	336.0	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	5	7	424.4	---	334.4	464.9	494.1	---
Total Compensation (Incl Perqs)	5	7	436.2	---	343.5	478.9	507.5	---
TARGET COMPENSATION								
Target Bonus Amount	5	7	65.5	---	52.8	64.9	78.6	---
Target Bonus as % of Base	5	7	29	---	25	28	35	---
Target Cash Compensation	5	7	288.8	---	264.1	288.7	313.4	---
Target Total Direct Compensation (Incl LTI)	5	7	402.8	---	315.3	450.8	466.2	---
Target Total Compensation (Incl Perqs)	5	7	414.6	---	324.4	464.8	479.7	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	6	142.5	---	---	158.1	---	---
LTI as % of Base	4	6	63	---	---	66	---	---
Total Perquisite Amount	4	6	14.8	---	---	16.0	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	7	14,927.6	---	8,037.8	13,224.0	22,669.2	---

Bonus Eligibility	
100%	Eligible
0%	Eligible but payment not received for poor performance reasons
0%	Eligible but payment not received due to insufficient time on the job
0%	Not eligible

LTI Eligibility	
20%	No
80%	Yes

Hourly Rate Eligibility	
100%	No
0%	Yes

All values in Canadian Dollar

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Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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Function : AFY – Risk Management
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	13	41	84.6	69.3	79.7	82.7	86.1	108.9
Actual Bonus Amount	12	40	11.4	6.5	10.0	11.2	13.0	16.3
Actual Bonus as % of Base	12	40	14	9	13	14	14	19
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	13	41	95.1	76.3	90.0	95.2	100.2	114.2
Actual Total Direct Compensation (Incl LTI)	13	41	97.3	80.2	93.4	96.5	103.6	114.2
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	13	41	95.1	76.3	90.0	95.2	100.2	114.2
Total Direct Compensation (Incl LTI & Other Variable Payments)	13	41	97.3	80.2	93.4	96.5	103.6	114.2
Total Compensation (Incl Perqs)	13	41	97.7	80.7	93.9	96.5	103.8	114.4
TARGET COMPENSATION								
Target Bonus Amount	12	40	9.5	4.8	8.1	9.5	11.9	13.7
Target Bonus as % of Base	12	40	12	7	10	12	15	15
Target Cash Compensation	13	41	93.4	75.5	88.9	91.7	97.3	114.5
Target Total Direct Compensation (Incl LTI)	13	41	95.6	78.7	91.2	92.9	101.3	114.5
Target Total Compensation (Incl Perqs)	13	41	96.0	79.1	91.2	93.9	101.5	114.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	6	10	6.1	---	4.2	5.4	8.4	---
LTI as % of Base	6	10	8	---	5	7	10	---
Total Perquisite Amount	7	12	0.8	---	0.5	0.7	1.0	---
SCOPE VARIABLES								
Company Revenue (millions)	13	41	9,651.4	1,369.7	2,398.0	4,457.4	12,864.5	31,523.2

Bonus Eligibility

92% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
8% Not eligible

LTI Eligibility

54% No
46% Yes

Hourly Rate Eligibility

100% No
0% Yes

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Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AFY – Risk Management
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	16	54	101.9	84.2	92.7	99.9	113.0	120.8
Actual Bonus Amount	15	45	14.8	4.1	11.6	13.9	19.5	22.6
Actual Bonus as % of Base	15	45	15	5	11	15	20	21
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	16	54	115.1	87.7	107.0	116.6	126.1	137.8
Actual Total Direct Compensation (Incl LTI)	16	54	117.3	87.7	108.0	123.0	129.3	137.8
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	16	54	115.4	87.7	107.0	116.6	126.7	137.8
Total Direct Compensation (Incl LTI & Other Variable Payments)	16	54	117.7	87.7	108.0	123.0	129.3	137.8
Total Compensation (Incl Perqs)	16	54	118.1	87.7	108.1	123.3	130.5	138.1
TARGET COMPENSATION								
Target Bonus Amount	15	46	12.7	6.2	9.2	13.7	16.3	18.7
Target Bonus as % of Base	15	46	13	6	10	15	15	17
Target Cash Compensation	16	54	113.1	90.2	103.1	113.7	124.7	134.9
Target Total Direct Compensation (Incl LTI)	16	54	115.4	90.2	104.2	120.6	124.9	134.9
Target Total Compensation (Incl Perqs)	16	54	115.8	90.2	104.3	121.0	126.4	135.2
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	18	9.5	---	5.8	6.3	14.8	---
LTI as % of Base	5	18	10	---	6	6	15	---
Total Perquisite Amount	8	22	0.9	---	0.4	0.6	1.2	---
SCOPE VARIABLES								
Company Revenue (millions)	16	54	9,521.2	2,005.4	2,499.5	4,959.0	13,044.2	29,245.6

Bonus Eligibility

87% Eligible
0% Eligible but payment not received for poor performance reasons
1% Eligible but payment not received due to insufficient time on the job
12% Not eligible

LTI Eligibility

61% No
39% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AFY – Risk Management
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	18	56	124.9	100.9	117.0	123.7	136.7	148.6
Actual Bonus Amount	16	53	25.9	10.2	16.8	24.7	30.7	47.0
Actual Bonus as % of Base	16	53	20	10	14	21	25	31
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	18	56	147.9	106.6	136.6	145.8	161.4	192.3
Actual Total Direct Compensation (Incl LTI)	18	56	159.7	106.6	140.4	156.3	177.9	228.8
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	18	56	148.1	106.6	136.6	145.8	161.4	192.7
Total Direct Compensation (Incl LTI & Other Variable Payments)	18	56	159.9	106.6	140.4	156.3	177.9	229.2
Total Compensation (Incl Perqs)	18	56	162.0	106.6	140.7	157.8	186.9	231.2
TARGET COMPENSATION								
Target Bonus Amount	16	53	21.8	15.0	18.7	20.4	24.0	32.2
Target Bonus as % of Base	16	53	17	14	15	16	20	21
Target Cash Compensation	18	56	144.3	106.8	135.1	143.6	151.1	178.8
Target Total Direct Compensation (Incl LTI)	18	56	156.1	106.8	138.5	150.4	174.0	215.2
Target Total Compensation (Incl Perqs)	18	56	158.2	106.8	138.8	150.8	180.8	217.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	13	27	19.2	8.7	10.3	18.2	24.5	38.0
LTI as % of Base	13	27	14	7	8	13	19	29
Total Perquisite Amount	12	27	3.2	0.3	0.6	2.2	5.3	9.5
SCOPE VARIABLES								
Company Revenue (millions)	18	56	9,535.1	1,120.5	2,907.6	4,367.2	13,252.7	27,727.2

Bonus Eligibility	LTI Eligibility	Hourly Rate Eligibility
89% Eligible	36% No	100% No
0% Eligible but payment not received for poor performance reasons	64% Yes	0% Yes
0% Eligible but payment not received due to insufficient time on the job		
11% Not eligible		

All values in Canadian Dollar

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AFY – Risk Management
Level : P5 – Master (P5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	9	28	151.8	---	130.8	152.2	155.9	---
Actual Bonus Amount	9	27	38.7	---	29.8	33.9	42.1	---
Actual Bonus as % of Base	9	27	24	---	22	24	28	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	9	28	190.4	---	160.6	186.1	195.2	---
Actual Total Direct Compensation (Incl LTI)	9	28	222.1	---	185.9	219.4	241.5	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	9	28	190.4	---	160.6	186.1	195.2	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	9	28	222.1	---	185.9	219.4	241.5	---
Total Compensation (Incl Perqs)	9	28	224.3	---	188.7	222.2	241.9	---
TARGET COMPENSATION								
Target Bonus Amount	9	28	31.4	---	23.0	30.4	35.0	---
Target Bonus as % of Base	9	28	20	---	18	20	23	---
Target Cash Compensation	9	28	183.2	---	153.8	182.7	190.9	---
Target Total Direct Compensation (Incl LTI)	9	28	214.9	---	179.0	214.7	235.4	---
Target Total Compensation (Incl Perqs)	9	28	217.1	---	181.2	215.4	235.5	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	8	15	36.9	---	24.1	36.7	44.1	---
LTI as % of Base	8	15	24	---	15	22	29	---
Total Perquisite Amount	6	12	3.2	---	0.6	2.8	5.8	---
SCOPE VARIABLES								
Company Revenue (millions)	9	28	14,597.7	---	7,363.2	12,505.0	20,153.5	---

Bonus Eligibility

99% Eligible

1% Eligible but payment not received for poor performance reasons

0% Eligible but payment not received due to insufficient time on the job

0% Not eligible

LTI Eligibility

17% No

83% Yes

Hourly Rate Eligibility

100% No

0% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AGS – Geosciences
Level : P1 – Entry (P1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	31	83.4	---	77.0	85.4	89.2	---
Actual Bonus Amount	7	27	9.1	---	6.0	10.2	11.6	---
Actual Bonus as % of Base	7	27	11	---	7	12	13	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	8	31	91.1	---	83.4	94.2	96.1	---
Actual Total Direct Compensation (Incl LTI)	8	31	96.0	---	88.1	98.1	103.0	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	31	91.9	---	83.4	91.2	99.5	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	8	31	97.6	---	88.1	98.1	109.6	---
Total Compensation (Incl Perqs)	8	31	98.3	---	90.0	98.5	109.7	---
TARGET COMPENSATION								
Target Bonus Amount	6	17	10.2	---	8.3	10.2	11.8	---
Target Bonus as % of Base	6	17	12	---	10	12	15	---
Target Cash Compensation	7	18	93.1	---	85.6	95.2	97.4	---
Target Total Direct Compensation (Incl LTI)	7	18	96.9	---	85.6	97.3	104.9	---
Target Total Compensation (Incl Perqs)	7	18	97.7	---	89.2	97.8	104.9	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	17	12.0	---	---	12.1	---	---
LTI as % of Base	4	17	15	---	---	14	---	---
Total Perquisite Amount	5	16	1.1	---	0.4	0.5	2.2	---
SCOPE VARIABLES								
Company Revenue (millions)	8	31	8,096.7	---	1,549.3	5,057.2	12,548.7	---

Bonus Eligibility

77% Eligible
2% Eligible but payment not received for poor performance reasons
8% Eligible but payment not received due to insufficient time on the job
13% Not eligible

LTI Eligibility

33% No
67% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AGS – Geosciences
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	11	35	192.9	140.2	171.7	194.6	199.8	253.8
Actual Bonus Amount	10	30	46.4	23.0	36.8	46.5	59.0	61.3
Actual Bonus as % of Base	10	30	24	12	22	24	28	32
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	11	35	235.1	172.8	209.5	228.3	258.9	312.8
Actual Total Direct Compensation (Incl LTI)	11	35	281.8	186.0	242.3	267.2	358.0	402.3
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	11	13.8	---	0.4	1.3	33.4	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	11	35	240.0	173.8	211.6	228.3	284.4	315.3
Total Direct Compensation (Incl LTI & Other Variable Payments)	11	35	286.7	187.1	242.3	277.8	358.0	402.7
Total Compensation (Incl Perqs)	11	35	290.2	187.4	247.3	280.6	363.9	411.1
TARGET COMPENSATION								
Target Bonus Amount	9	29	44.9	---	36.9	40.0	52.0	---
Target Bonus as % of Base	9	29	23	---	20	20	26	---
Target Cash Compensation	10	34	233.4	163.6	203.2	232.6	250.2	333.6
Target Total Direct Compensation (Incl LTI)	10	34	277.8	177.8	229.1	257.4	350.7	422.2
Target Total Compensation (Incl Perqs)	10	34	281.6	178.2	232.9	259.8	356.8	430.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	10	31	52.2	14.6	19.3	52.4	77.8	110.2
LTI as % of Base	10	31	26	8	11	30	35	55
Total Perquisite Amount	9	29	4.3	---	1.6	4.6	6.0	---
SCOPE VARIABLES								
Company Revenue (millions)	11	35	8,332.8	1,446.4	2,399.0	8,500.0	12,134.0	21,513.0

Bonus Eligibility	LTI Eligibility	Hourly Rate Eligibility
91% Eligible	5% No	100% No
0% Eligible but payment not received for poor performance reasons	95% Yes	0% Yes
0% Eligible but payment not received due to insufficient time on the job		
9% Not eligible		

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AGS – Geosciences
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	11	61	216.9	137.2	195.6	216.5	248.8	287.4
Actual Bonus Amount	9	53	70.4	---	50.3	66.3	85.1	---
Actual Bonus as % of Base	9	53	32	---	23	31	36	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	11	61	274.4	145.4	261.7	294.5	311.7	337.2
Actual Total Direct Compensation (Incl LTI)	11	61	371.7	154.8	300.2	380.1	460.3	568.3
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	4	10	14.5	---	---	11.1	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	11	61	276.9	145.4	268.0	294.9	311.7	337.2
Total Direct Compensation (Incl LTI & Other Variable Payments)	11	61	374.2	159.2	302.2	380.1	460.7	568.3
Total Compensation (Incl Perqs)	11	61	381.4	160.4	323.3	386.8	468.1	577.4
TARGET COMPENSATION								
Target Bonus Amount	8	36	63.7	---	54.0	62.6	74.7	---
Target Bonus as % of Base	8	36	29	---	25	27	32	---
Target Cash Compensation	10	44	270.0	137.4	262.5	276.0	300.9	327.6
Target Total Direct Compensation (Incl LTI)	10	44	359.3	139.1	288.2	355.1	444.5	546.4
Target Total Compensation (Incl Perqs)	10	44	366.7	141.5	297.3	360.6	453.6	554.8
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	10	53	113.1	26.5	37.9	102.4	168.5	269.2
LTI as % of Base	10	53	53	11	17	43	79	140
Total Perquisite Amount	10	55	7.9	1.0	4.0	7.1	10.2	20.5
SCOPE VARIABLES								
Company Revenue (millions)	11	61	6,479.2	476.2	2,399.0	3,922.8	10,523.0	18,042.1

Bonus Eligibility
82% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
18% Not eligible

LTI Eligibility
11% No
89% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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Function : AGS – Geosciences
Level : M4 – Group Manager (M4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	11	29	249.0	150.5	227.7	260.0	276.9	301.4
Actual Bonus Amount	10	26	73.7	11.8	62.2	79.9	92.5	108.7
Actual Bonus as % of Base	10	26	29	4	23	32	35	42
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	11	29	315.9	158.5	298.5	347.2	358.0	372.1
Actual Total Direct Compensation (Incl LTI)	11	29	478.7	188.1	425.0	489.9	550.6	640.4
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	11	29	318.3	158.5	298.5	347.2	367.6	372.2
Total Direct Compensation (Incl LTI & Other Variable Payments)	11	29	481.0	188.1	435.3	489.9	550.6	640.8
Total Compensation (Incl Perqs)	11	29	490.4	189.3	439.9	503.9	562.0	652.4
TARGET COMPENSATION								
Target Bonus Amount	8	23	81.0	---	72.8	81.6	91.3	---
Target Bonus as % of Base	8	23	31	---	29	30	35	---
Target Cash Compensation	9	26	316.9	---	295.4	350.0	359.3	---
Target Total Direct Compensation (Incl LTI)	9	26	473.3	---	436.0	474.7	575.8	---
Target Total Compensation (Incl Perqs)	9	26	484.4	---	445.4	488.9	589.9	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	10	26	179.0	81.6	141.4	174.6	236.6	273.6
LTI as % of Base	10	26	69	32	58	65	85	105
Total Perquisite Amount	9	27	11.5	---	3.8	14.0	15.7	---
SCOPE VARIABLES								
Company Revenue (millions)	11	29	9,952.1	476.2	2,167.7	10,461.5	13,224.0	26,584.2

Bonus Eligibility

91% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
9% Not eligible

LTI Eligibility

9% No
91% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AGS – Geosciences
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	16	83	93.3	84.3	86.5	92.7	97.0	105.5
Actual Bonus Amount	13	76	13.4	6.7	9.4	12.5	17.2	21.9
Actual Bonus as % of Base	13	76	15	7	10	13	19	26
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	16	83	104.2	91.3	101.3	103.0	106.9	120.7
Actual Total Direct Compensation (Incl LTI)	16	83	113.1	93.4	102.9	110.0	127.7	129.9
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	16	83	104.6	91.3	101.3	103.5	107.9	120.7
Total Direct Compensation (Incl LTI & Other Variable Payments)	16	83	113.5	93.4	102.9	112.3	127.7	129.9
Total Compensation (Incl Perqs)	16	83	114.7	93.6	106.5	113.6	129.4	131.0
TARGET COMPENSATION								
Target Bonus Amount	12	59	13.4	11.0	11.3	12.3	14.4	19.6
Target Bonus as % of Base	12	59	14	12	12	14	15	22
Target Cash Compensation	15	66	104.4	92.4	99.2	103.7	106.4	119.3
Target Total Direct Compensation (Incl LTI)	15	66	112.4	92.4	102.0	109.6	124.2	132.4
Target Total Compensation (Incl Perqs)	15	66	113.6	92.7	105.2	109.9	127.5	133.5
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	11	57	14.1	4.3	5.1	17.0	21.1	23.2
LTI as % of Base	11	57	16	5	6	20	24	26
Total Perquisite Amount	11	47	2.0	0.3	0.5	2.0	3.6	4.3
SCOPE VARIABLES								
Company Revenue (millions)	16	83	7,839.9	509.2	1,416.1	3,433.0	12,951.5	24,343.9

Bonus Eligibility
81% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
19% Not eligible

LTI Eligibility
31% No
69% Yes

Hourly Rate Eligibility
94% No
6% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

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Function : AGS – Geosciences
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	20	227	108.9	91.0	103.3	107.2	114.1	135.5
Actual Bonus Amount	16	157	16.2	7.8	9.5	15.5	22.2	25.7
Actual Bonus as % of Base	16	157	15	8	9	14	20	23
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	20	227	121.9	102.0	110.8	120.9	127.0	159.0
Actual Total Direct Compensation (Incl LTI)	20	227	130.7	102.0	114.1	132.1	141.5	162.7
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	6	28	7.0	---	0.4	1.0	17.3	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	20	227	123.1	102.0	110.8	123.3	131.8	159.1
Total Direct Compensation (Incl LTI & Other Variable Payments)	20	227	132.0	102.0	114.2	134.0	144.0	162.7
Total Compensation (Incl Perqs)	20	227	133.4	102.1	118.2	135.3	146.9	164.9
TARGET COMPENSATION								
Target Bonus Amount	15	124	16.3	10.7	14.7	15.6	19.8	21.6
Target Bonus as % of Base	15	124	15	11	13	15	15	20
Target Cash Compensation	19	194	122.1	99.1	115.7	119.1	131.1	157.9
Target Total Direct Compensation (Incl LTI)	19	194	129.9	99.1	115.7	134.2	139.6	161.2
Target Total Compensation (Incl Perqs)	19	194	131.4	99.1	119.1	135.2	141.9	161.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	12	112	15.7	5.6	7.7	10.2	26.3	35.2
LTI as % of Base	12	112	15	5	7	10	26	32
Total Perquisite Amount	13	129	2.5	0.3	0.5	2.2	3.8	6.5
SCOPE VARIABLES								
Company Revenue (millions)	20	227	8,346.8	673.8	2,225.5	5,057.2	12,951.5	24,051.8

Bonus Eligibility
80% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
20% Not eligible

LTI Eligibility
36% No
64% Yes

Hourly Rate Eligibility
95% No
5% Yes

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Company weighted statistics

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AGS – Geosciences
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	23	334	141.6	118.3	126.4	138.0	153.5	173.2
Actual Bonus Amount	19	271	31.6	15.0	21.4	27.4	34.5	50.5
Actual Bonus as % of Base	19	271	22	11	15	20	26	39
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	23	334	167.7	131.5	142.2	160.1	173.3	234.8
Actual Total Direct Compensation (Incl LTI)	23	334	186.0	132.5	159.0	190.9	202.8	246.3
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	8	51	11.9	---	0.7	8.3	24.7	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	23	334	169.7	131.5	148.3	160.1	173.7	242.2
Total Direct Compensation (Incl LTI & Other Variable Payments)	23	334	188.1	132.5	168.6	190.9	202.8	253.4
Total Compensation (Incl Perqs)	23	334	189.6	132.9	174.0	192.8	207.6	258.3
TARGET COMPENSATION								
Target Bonus Amount	18	232	30.4	18.8	21.9	26.3	36.1	45.7
Target Bonus as % of Base	18	232	21	15	17	19	21	35
Target Cash Compensation	22	295	167.2	130.0	147.6	159.0	180.4	230.3
Target Total Direct Compensation (Incl LTI)	22	295	184.6	130.0	159.3	186.1	203.0	249.0
Target Total Compensation (Incl Perqs)	22	295	186.1	130.4	159.3	187.5	203.9	254.0
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	16	226	28.3	15.5	18.2	25.7	35.3	49.0
LTI as % of Base	16	226	20	10	13	16	29	36
Total Perquisite Amount	12	187	2.9	0.3	0.6	2.6	5.0	5.7
SCOPE VARIABLES								
Company Revenue (millions)	23	334	7,391.8	567.2	1,866.3	3,922.8	12,134.0	21,724.8

Bonus Eligibility
83% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
17% Not eligible

LTI Eligibility
26% No
74% Yes

Hourly Rate Eligibility
96% No
4% Yes

All values in Canadian Dollar

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Company weighted statistics

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AGS – Geosciences
Level : P5 – Master (P5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	16	201	184.1	161.4	167.7	174.9	200.7	224.6
Actual Bonus Amount	15	183	45.4	16.6	31.5	44.2	59.8	80.3
Actual Bonus as % of Base	15	183	25	10	19	23	33	41
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	16	201	226.7	182.1	204.5	222.7	241.7	284.9
Actual Total Direct Compensation (Incl LTI)	16	201	274.2	224.1	244.1	261.3	310.9	337.3
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	7	22	11.1	---	0.6	5.3	22.7	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	16	201	229.7	182.1	210.4	222.8	241.7	285.7
Total Direct Compensation (Incl LTI & Other Variable Payments)	16	201	277.2	224.1	247.7	270.9	310.9	338.5
Total Compensation (Incl Perqs)	16	201	280.2	224.1	248.9	275.2	316.1	340.0
TARGET COMPENSATION								
Target Bonus Amount	14	142	43.5	30.8	35.7	40.2	48.1	67.0
Target Bonus as % of Base	14	142	24	18	20	22	25	35
Target Cash Compensation	15	159	225.9	196.3	204.2	221.4	230.7	287.2
Target Total Direct Compensation (Incl LTI)	15	159	273.3	226.0	245.5	268.9	309.9	329.3
Target Total Compensation (Incl Perqs)	15	159	276.4	227.8	247.9	268.9	316.8	333.1
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	16	178	50.7	19.4	30.7	49.3	64.5	89.6
LTI as % of Base	16	178	28	8	16	26	38	52
Total Perquisite Amount	11	115	4.9	0.8	3.1	5.0	6.8	8.6
SCOPE VARIABLES								
Company Revenue (millions)	16	201	7,573.6	1,099.0	2,225.5	4,190.1	11,731.2	22,040.9

Bonus Eligibility
94% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
6% Not eligible

LTI Eligibility
5% No
95% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AGS – Geosciences
Level : P6 – Renowned Expert (P6)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	12	79	213.0	175.5	189.1	207.6	245.3	253.4
Actual Bonus Amount	10	69	62.4	19.5	54.9	62.4	77.8	86.2
Actual Bonus as % of Base	10	69	30	10	24	30	34	50
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	12	79	264.9	189.6	254.9	266.6	296.3	324.0
Actual Total Direct Compensation (Incl LTI)	12	79	338.9	207.1	283.8	346.2	387.0	419.6
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	12	79	265.0	189.6	254.9	266.6	296.6	324.0
Total Direct Compensation (Incl LTI & Other Variable Payments)	12	79	338.9	207.1	283.8	346.3	387.2	419.6
Total Compensation (Incl Perqs)	12	79	344.4	207.7	284.9	357.6	391.1	425.5
TARGET COMPENSATION								
Target Bonus Amount	9	54	61.1	---	51.1	57.7	73.9	---
Target Bonus as % of Base	9	54	29	---	25	29	31	---
Target Cash Compensation	11	64	265.2	195.0	250.3	255.9	305.4	327.7
Target Total Direct Compensation (Incl LTI)	11	64	340.6	200.0	327.3	345.8	399.0	416.9
Target Total Compensation (Incl Perqs)	11	64	346.6	200.6	342.2	353.3	408.0	421.2
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	11	72	82.9	37.3	58.5	77.0	111.1	139.6
LTI as % of Base	11	72	40	14	31	36	52	71
Total Perquisite Amount	9	44	7.8	---	4.6	7.5	11.7	---
SCOPE VARIABLES								
Company Revenue (millions)	12	79	8,162.3	575.0	2,262.9	7,192.1	11,978.1	22,844.8

Bonus Eligibility
83% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
17% Not eligible

LTI Eligibility
14% No
86% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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Function : AHR – Human Resources

Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	26	128	115.4	94.2	101.2	116.9	127.2	134.4
Actual Bonus Amount	23	82	17.9	9.3	11.1	17.3	21.9	34.0
Actual Bonus as % of Base	23	82	15	9	11	15	18	25
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	26	128	130.5	98.2	115.5	132.2	146.8	165.6
Actual Total Direct Compensation (Incl LTI)	26	128	136.8	98.5	115.5	132.2	154.8	188.2
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	4	12	12.3	---	---	9.8	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	26	128	131.6	98.2	115.5	132.2	146.8	165.5
Total Direct Compensation (Incl LTI & Other Variable Payments)	26	128	137.9	98.5	115.5	132.2	156.0	193.6
Total Compensation (Incl Perqs)	26	128	138.4	98.5	115.6	133.5	157.1	193.6
TARGET COMPENSATION								
Target Bonus Amount	22	74	15.8	8.7	12.0	16.4	19.9	24.5
Target Bonus as % of Base	22	74	14	9	10	15	16	20
Target Cash Compensation	25	118	127.7	98.0	113.4	129.8	142.6	153.6
Target Total Direct Compensation (Incl LTI)	25	118	132.4	98.0	114.5	129.8	145.8	173.2
Target Total Compensation (Incl Perqs)	25	118	132.9	98.0	114.5	132.4	146.5	174.8
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	7	46	25.9	---	19.6	22.5	30.0	---
LTI as % of Base	7	46	21	---	15	20	23	---
Total Perquisite Amount	9	20	3.2	---	0.4	1.3	2.4	---
SCOPE VARIABLES								
Company Revenue (millions)	26	128	8,169.5	848.4	2,398.5	4,161.0	11,198.2	24,609.3

Bonus Eligibility	
83%	Eligible
0%	Eligible but payment not received for poor performance reasons
0%	Eligible but payment not received due to insufficient time on the job
17%	Not eligible

LTI Eligibility	
72%	No
28%	Yes

Hourly Rate Eligibility	
94%	No
6%	Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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Function : AHR – Human Resources
Level : P1 – Entry (P1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	29	151	68.0	57.7	62.5	68.0	72.2	76.9
Actual Bonus Amount	23	104	6.9	3.3	3.8	6.6	8.8	12.4
Actual Bonus as % of Base	23	104	10	5	7	9	12	16
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation	29	151	73.4	60.1	64.4	73.6	81.2	85.5
Actual Total Direct Compensation (Incl LTI)	29	151	74.5	60.1	64.4	74.7	81.8	92.9
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	29	151	73.8	60.1	64.4	73.6	81.2	87.5
Total Direct Compensation (Incl LTI & Other Variable Payments)	29	151	75.1	60.1	64.4	75.1	81.8	92.9
Total Compensation (Incl Perqs)	29	151	75.7	60.9	64.4	75.6	82.3	94.6
TARGET COMPENSATION								
Target Bonus Amount	23	105	6.8	3.0	4.7	6.8	7.9	10.9
Target Bonus as % of Base	23	105	10	6	8	10	12	14
Target Cash Compensation	28	146	73.5	59.5	64.2	74.2	80.3	88.6
Target Total Direct Compensation (Incl LTI)	28	146	74.8	59.5	64.2	74.6	82.1	92.7
Target Total Compensation (Incl Perqs)	28	146	75.4	60.2	64.2	75.3	82.6	94.2
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	7	19	6.4	---	4.6	5.3	7.8	---
LTI as % of Base	7	19	9	---	6	8	12	---
Total Perquisite Amount	15	44	1.3	0.3	0.5	0.8	1.7	4.4
SCOPE VARIABLES								
Company Revenue (millions)	29	151	7,211.2	608.0	1,828.6	4,030.0	10,492.2	25,049.0

Bonus Eligibility	
74%	Eligible
1%	Eligible but payment not received for poor performance reasons
2%	Eligible but payment not received due to insufficient time on the job
24%	Not eligible

LTI Eligibility	
75%	No
25%	Yes

Hourly Rate Eligibility	
92%	No
8%	Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AHR – Human Resources
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	43	253	142.3	105.9	129.3	140.3	159.1	173.6
Actual Bonus Amount	38	226	31.9	14.1	23.4	31.0	41.1	49.4
Actual Bonus as % of Base	38	226	22	12	16	21	27	32
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	43	253	170.5	113.1	152.0	179.2	198.0	210.8
Actual Total Direct Compensation (Incl LTI)	43	253	192.9	113.1	153.8	202.3	233.3	269.4
Actual Retention Bonus	3	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	12	30	10.8	0.6	1.5	10.1	18.3	26.6
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	43	253	172.2	113.1	154.1	179.3	201.8	212.1
Total Direct Compensation (Incl LTI & Other Variable Payments)	43	253	194.6	113.1	154.1	206.1	233.3	272.3
Total Compensation (Incl Perqs)	43	253	196.6	113.1	154.1	206.1	234.1	276.4
TARGET COMPENSATION								
Target Bonus Amount	38	227	27.0	13.3	19.8	29.3	33.1	36.2
Target Bonus as % of Base	38	227	18	10	15	20	22	25
Target Cash Compensation	43	253	166.2	112.6	148.5	167.8	190.1	208.6
Target Total Direct Compensation (Incl LTI)	43	253	188.6	112.6	148.9	198.3	215.5	262.2
Target Total Compensation (Incl Perqs)	43	253	190.5	112.6	151.2	198.3	216.2	262.4
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	25	122	40.8	15.8	20.7	30.2	52.5	87.0
LTI as % of Base	25	122	26	10	14	20	36	51
Total Perquisite Amount	23	99	5.2	0.3	0.8	4.2	6.2	8.4
SCOPE VARIABLES								
Company Revenue (millions)	43	253	5,764.1	513.2	1,266.1	2,801.0	6,552.0	16,357.9

Bonus Eligibility	LTI Eligibility	Hourly Rate Eligibility
88% Eligible	43% No	100% No
0% Eligible but payment not received for poor performance reasons	57% Yes	0% Yes
0% Eligible but payment not received due to insufficient time on the job		
12% Not eligible		

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AHR – Human Resources
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	40	137	177.3	134.7	157.3	176.0	200.9	214.7
Actual Bonus Amount	36	127	48.4	19.0	30.0	48.7	62.4	79.7
Actual Bonus as % of Base	36	127	27	13	19	27	33	40
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	40	137	220.8	144.1	187.3	224.7	257.1	286.5
Actual Total Direct Compensation (Incl LTI)	40	137	274.7	144.1	194.8	289.7	352.1	391.9
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	9	16	12.5	---	1.9	5.4	25.6	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	40	137	222.9	144.1	187.3	230.9	258.3	286.5
Total Direct Compensation (Incl LTI & Other Variable Payments)	40	137	276.8	144.1	194.8	290.2	352.1	392.2
Total Compensation (Incl Perqs)	40	137	282.5	144.1	194.8	293.8	358.5	402.7
TARGET COMPENSATION								
Target Bonus Amount	35	123	43.6	20.3	33.1	46.1	55.9	62.5
Target Bonus as % of Base	35	123	24	14	20	25	28	31
Target Cash Compensation	39	133	216.9	139.4	184.0	220.9	262.0	275.2
Target Total Direct Compensation (Incl LTI)	39	133	267.7	139.4	195.6	273.7	339.8	387.7
Target Total Compensation (Incl Perqs)	39	133	273.5	139.4	195.6	278.5	344.6	396.5
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	26	68	84.5	30.2	45.6	73.6	113.3	162.5
LTI as % of Base	26	68	44	19	23	33	62	91
Total Perquisite Amount	24	68	11.6	3.5	5.0	8.0	11.8	32.9
SCOPE VARIABLES								
Company Revenue (millions)	40	137	6,533.1	954.0	1,882.7	3,746.7	8,537.5	17,867.3

Bonus Eligibility
90% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
10% Not eligible

LTI Eligibility
34% No
66% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar

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Company weighted statistics

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AHR – Human Resources
Level : M4 – Group Manager (M4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	17	44	204.2	155.8	187.8	205.2	234.8	242.8
Actual Bonus Amount	15	40	73.5	40.4	58.9	69.5	88.3	121.1
Actual Bonus as % of Base	15	40	36	20	28	31	38	67
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	17	44	268.1	184.4	233.4	282.1	316.9	329.9
Actual Total Direct Compensation (Incl LTI)	17	44	347.3	184.4	241.4	368.4	432.7	502.4
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	17	44	270.5	184.4	233.4	286.0	317.5	329.9
Total Direct Compensation (Incl LTI & Other Variable Payments)	17	44	349.7	184.4	241.4	368.4	435.2	509.7
Total Compensation (Incl Perqs)	17	44	359.1	184.5	243.1	373.4	447.6	526.6
TARGET COMPENSATION								
Target Bonus Amount	15	40	61.9	32.5	48.6	60.5	71.7	99.8
Target Bonus as % of Base	15	40	30	18	25	28	30	51
Target Cash Compensation	17	44	257.9	184.4	218.7	263.0	305.3	323.2
Target Total Direct Compensation (Incl LTI)	17	44	337.2	184.4	226.1	345.9	430.8	487.8
Target Total Compensation (Incl Perqs)	17	44	346.6	184.5	227.8	345.9	443.3	504.6
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	12	35	116.7	32.6	51.9	129.9	155.2	214.2
LTI as % of Base	12	35	54	17	24	55	74	98
Total Perquisite Amount	11	25	14.6	1.3	8.0	14.3	18.2	27.7
SCOPE VARIABLES								
Company Revenue (millions)	17	44	6,925.6	261.0	1,720.3	4,045.0	12,319.5	20,089.9

Bonus Eligibility
85% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
15% Not eligible

LTI Eligibility
26% No
74% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar

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Company weighted statistics

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Function : AHR – Human Resources
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	37	448	81.4	67.2	74.0	79.9	89.1	97.8
Actual Bonus Amount	30	310	9.1	5.0	6.0	8.2	11.4	15.6
Actual Bonus as % of Base	30	310	11	6	8	10	14	18
Hourly Rate	5	35	44	---	37	42	52	---
Actual Cash Compensation	37	448	88.5	71.4	77.1	88.4	99.4	106.1
Actual Total Direct Compensation (Incl LTI)	37	448	90.7	71.4	77.0	92.2	102.8	111.3
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	9	51	7.7	---	0.6	1.9	16.8	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	37	448	89.6	71.4	77.0	88.4	102.1	115.6
Total Direct Compensation (Incl LTI & Other Variable Payments)	37	448	91.8	71.4	77.0	92.2	102.8	116.3
Total Compensation (Incl Perqs)	37	448	92.8	71.4	77.1	92.5	104.1	119.9
TARGET COMPENSATION								
Target Bonus Amount	29	306	8.9	5.0	6.7	8.6	11.2	13.6
Target Bonus as % of Base	29	306	11	7	8	10	13	15
Target Cash Compensation	36	424	88.3	69.9	77.2	87.3	100.5	106.2
Target Total Direct Compensation (Incl LTI)	36	424	90.4	69.9	77.2	90.7	102.1	113.3
Target Total Compensation (Incl Perqs)	36	424	91.4	69.9	77.2	91.9	102.8	117.2
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	12	99	7.9	4.1	4.4	6.6	10.7	15.8
LTI as % of Base	12	99	10	5	5	7	15	19
Total Perquisite Amount	18	100	2.3	0.3	0.5	1.0	3.2	6.0
SCOPE VARIABLES								
Company Revenue (millions)	37	448	7,081.0	1,067.1	2,256.1	4,265.0	10,492.2	19,706.1

Bonus Eligibility	
76%	Eligible
0%	Eligible but payment not received for poor performance reasons
1%	Eligible but payment not received due to insufficient time on the job
23%	Not eligible

LTI Eligibility	
62%	No
38%	Yes

Hourly Rate Eligibility	
92%	No
8%	Yes

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AHR – Human Resources
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	46	660	97.7	80.8	91.5	96.3	104.6	113.0
Actual Bonus Amount	40	515	13.2	6.6	9.9	11.9	16.6	20.5
Actual Bonus as % of Base	40	515	13	7	10	13	17	21
Hourly Rate	6	66	52	---	46	51	58	---
Actual Cash Compensation	46	660	108.6	83.7	100.9	110.0	115.7	130.1
Actual Total Direct Compensation (Incl LTI)	46	660	112.3	83.7	101.7	113.3	128.4	131.7
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	17	58	5.7	0.6	1.0	2.5	9.0	16.6
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	46	660	109.3	83.7	100.9	110.1	116.6	131.6
Total Direct Compensation (Incl LTI & Other Variable Payments)	46	660	113.1	83.7	101.8	113.6	128.5	138.4
Total Compensation (Incl Perqs)	46	660	113.7	83.7	102.6	114.0	129.2	138.7
TARGET COMPENSATION								
Target Bonus Amount	39	469	12.7	7.3	9.4	11.6	15.5	18.6
Target Bonus as % of Base	39	469	13	9	10	12	15	20
Target Cash Compensation	45	604	107.9	83.7	100.2	107.5	115.6	128.4
Target Total Direct Compensation (Incl LTI)	45	604	111.5	83.7	101.7	112.7	124.6	130.1
Target Total Compensation (Incl Perqs)	45	604	112.2	83.7	101.8	113.2	126.1	132.1
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	19	175	11.3	5.7	6.4	9.2	15.3	19.8
LTI as % of Base	19	175	12	6	6	10	17	21
Total Perquisite Amount	21	187	1.7	0.3	0.5	1.0	2.5	4.8
SCOPE VARIABLES								
Company Revenue (millions)	46	660	5,867.3	578.7	1,646.5	3,746.7	8,512.5	14,848.4

Bonus Eligibility

81% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
18% Not eligible

LTI Eligibility

61% No
39% Yes

Hourly Rate Eligibility

94% No
6% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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Function : AHR – Human Resources
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	42	660	118.4	100.8	107.6	119.5	125.9	139.3
Actual Bonus Amount	37	591	21.4	10.9	14.8	18.6	24.3	30.0
Actual Bonus as % of Base	37	591	17	9	13	15	20	24
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	42	660	137.1	110.5	122.4	137.5	148.5	157.9
Actual Total Direct Compensation (Incl LTI)	42	660	144.5	110.2	123.2	146.9	158.4	175.4
Actual Retention Bonus	3	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	14	131	10.1	0.3	0.9	6.0	18.9	25.8
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	42	660	138.7	110.2	122.4	138.5	150.8	163.7
Total Direct Compensation (Incl LTI & Other Variable Payments)	42	660	146.2	110.2	123.2	148.0	164.8	183.4
Total Compensation (Incl Perqs)	42	660	147.3	110.2	123.2	149.0	165.1	184.0
TARGET COMPENSATION								
Target Bonus Amount	36	580	19.7	12.2	14.8	18.5	22.5	25.1
Target Bonus as % of Base	36	580	16	10	13	15	20	20
Target Cash Compensation	41	634	135.7	111.3	121.9	137.3	147.3	160.1
Target Total Direct Compensation (Incl LTI)	41	634	143.1	111.3	121.9	145.1	160.9	175.4
Target Total Compensation (Incl Perqs)	41	634	144.3	111.3	122.6	146.0	161.9	176.1
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	20	240	19.5	10.6	12.0	19.4	24.3	34.4
LTI as % of Base	20	240	16	8	10	15	21	26
Total Perquisite Amount	22	209	2.9	0.4	0.5	2.7	4.9	6.1
SCOPE VARIABLES								
Company Revenue (millions)	42	660	6,017.3	549.7	1,788.3	3,746.7	9,027.8	16,861.0

Bonus Eligibility
86% Eligible
0% Eligible but payment not received for poor performance reasons
1% Eligible but payment not received due to insufficient time on the job
13% Not eligible

LTI Eligibility
56% No
44% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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2017 Energy Services MMPS Compensation Survey – Canada

Position Summary Table

TOTAL SAMPLE

August 2017

WillisTowersWatson 

Function : AHR – Human Resources

Level : P5 – Master (P5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	21	73	152.4	130.9	142.1	150.9	159.6	181.1
Actual Bonus Amount	19	69	36.3	11.8	28.8	38.7	43.5	50.0
Actual Bonus as % of Base	19	69	23	9	17	26	30	34
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	21	73	185.2	142.5	171.3	186.5	198.1	212.5
Actual Total Direct Compensation (Incl LTI)	21	73	210.8	142.5	177.5	221.9	244.7	261.0
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	4	8	6.9	---	---	3.2	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	21	73	186.3	142.5	171.3	189.0	198.4	212.8
Total Direct Compensation (Incl LTI & Other Variable Payments)	21	73	212.0	142.5	177.5	221.9	249.7	261.5
Total Compensation (Incl Perqs)	21	73	214.2	142.5	177.5	224.0	250.1	262.9
TARGET COMPENSATION								
Target Bonus Amount	18	66	30.6	18.9	25.0	30.6	33.0	47.2
Target Bonus as % of Base	18	66	20	14	16	20	21	30
Target Cash Compensation	20	70	181.4	144.7	169.4	179.8	192.5	215.0
Target Total Direct Compensation (Incl LTI)	20	70	207.8	144.7	173.3	211.1	243.9	251.5
Target Total Compensation (Incl Perqs)	20	70	210.2	145.1	173.3	213.6	243.9	257.5
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	15	55	36.6	13.1	24.1	40.7	50.9	59.6
LTI as % of Base	15	55	23	9	15	23	33	38
Total Perquisite Amount	11	33	4.3	1.1	2.8	4.3	5.9	7.9
SCOPE VARIABLES								
Company Revenue (millions)	21	73	9,396.6	1,979.1	2,473.7	4,457.4	12,922.0	26,584.2

Bonus Eligibility	LTI Eligibility	Hourly Rate Eligibility
90% Eligible	25% No	100% No
0% Eligible but payment not received for poor performance reasons	75% Yes	0% Yes
0% Eligible but payment not received due to insufficient time on the job		
10% Not eligible		

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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Function : AHR – Human Resources
Level : P6 – Renowned Expert (P6)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	20	182.4	---	166.9	176.4	191.4	---
Actual Bonus Amount	6	17	47.3	---	39.0	47.4	57.8	---
Actual Bonus as % of Base	6	17	26	---	23	27	29	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	8	20	217.9	---	195.9	213.1	233.0	---
Actual Total Direct Compensation (Incl LTI)	8	20	271.3	---	202.4	258.6	334.2	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	20	221.1	---	195.9	213.1	248.4	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	8	20	274.4	---	202.4	258.6	352.8	---
Total Compensation (Incl Perqs)	8	20	278.5	---	202.4	265.5	357.7	---
TARGET COMPENSATION								
Target Bonus Amount	6	17	42.8	---	32.5	39.3	50.9	---
Target Bonus as % of Base	6	17	23	---	20	23	26	---
Target Cash Compensation	8	20	214.5	---	195.7	208.7	222.3	---
Target Total Direct Compensation (Incl LTI)	8	20	267.9	---	202.2	254.0	323.5	---
Target Total Compensation (Incl Perqs)	8	20	271.9	---	202.2	261.0	331.2	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	6	17	71.1	---	26.2	82.2	104.7	---
LTI as % of Base	6	17	38	---	16	42	56	---
Total Perquisite Amount	5	14	6.5	---	2.5	4.5	11.4	---
SCOPE VARIABLES								
Company Revenue (millions)	8	20	11,821.5	---	2,211.9	8,059.3	23,259.5	---

Bonus Eligibility	LTI Eligibility	Hourly Rate Eligibility
75% Eligible	25% No	100% No
0% Eligible but payment not received for poor performance reasons	75% Yes	0% Yes
0% Eligible but payment not received due to insufficient time on the job		
25% Not eligible		

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics
All monetary values in thousands – 2017 Accounting Value

Function : AHR – Human Resources
Level : U2 – Intermediate (U2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	14	53	60.1	52.2	53.9	57.3	65.5	74.9
Actual Bonus Amount	10	30	5.2	3.0	3.5	3.9	6.2	13.3
Actual Bonus as % of Base	10	30	9	5	6	7	10	20
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	14	53	63.7	54.9	57.2	60.3	72.0	79.5
Actual Total Direct Compensation (Incl LTI)	14	53	64.7	54.9	57.2	60.3	75.5	84.0
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	14	53	64.4	54.9	57.2	60.3	77.2	80.0
Total Direct Compensation (Incl LTI & Other Variable Payments)	14	53	65.3	54.9	57.2	60.3	77.4	86.3
Total Compensation (Incl Perqs)	14	53	66.5	54.9	57.8	62.1	77.4	86.9
TARGET COMPENSATION								
Target Bonus Amount	10	32	4.8	3.2	3.5	4.2	5.5	9.4
Target Bonus as % of Base	10	32	8	6	7	7	9	15
Target Cash Compensation	14	53	63.4	55.1	56.6	60.4	72.4	78.1
Target Total Direct Compensation (Incl LTI)	14	53	64.4	55.1	56.6	60.4	76.3	81.6
Target Total Compensation (Incl Perqs)	14	53	65.5	55.1	58.3	61.2	76.3	82.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	4	7	4.0	---	---	1.0	---	---
SCOPE VARIABLES								
Company Revenue (millions)	14	53	7,975.8	615.1	1,752.5	4,190.1	9,747.2	29,804.5

Bonus Eligibility

66% Eligible
2% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
32% Not eligible

LTI Eligibility

86% No
14% Yes

Hourly Rate Eligibility

90% No
10% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AHR – Human Resources
Level : U3 – Senior (U3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	17	92	68.6	52.2	58.4	66.0	70.0	106.3
Actual Bonus Amount	13	40	6.5	2.3	4.5	4.8	8.9	13.5
Actual Bonus as % of Base	13	40	9	4	7	8	13	15
Hourly Rate	4	60	36	---	---	33	---	---
Actual Cash Compensation	17	92	73.6	52.7	64.6	69.2	76.2	109.4
Actual Total Direct Compensation (Incl LTI)	17	92	75.1	52.7	66.2	69.2	76.5	113.6
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	6	7.3	---	0.7	1.2	17.0	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	17	92	74.8	52.7	64.6	69.2	77.4	112.6
Total Direct Compensation (Incl LTI & Other Variable Payments)	17	92	76.3	52.7	66.2	69.2	77.6	116.8
Total Compensation (Incl Perqs)	17	92	76.5	52.7	66.2	69.2	78.0	116.8
TARGET COMPENSATION								
Target Bonus Amount	12	40	5.9	2.7	3.7	5.9	7.2	11.2
Target Bonus as % of Base	12	40	8	5	6	10	10	12
Target Cash Compensation	16	91	73.7	52.6	64.5	70.0	76.9	110.7
Target Total Direct Compensation (Incl LTI)	16	91	75.1	52.6	64.5	70.0	77.3	117.0
Target Total Compensation (Incl Perqs)	16	91	75.3	52.6	64.6	70.1	77.9	117.0
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	5	8	1.2	---	0.3	0.5	2.5	---
SCOPE VARIABLES								
Company Revenue (millions)	17	92	7,315.4	659.3	2,282.4	5,657.1	10,492.2	18,470.0

Bonus Eligibility
76% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
24% Not eligible

LTI Eligibility
82% No
18% Yes

Hourly Rate Eligibility
76% No
24% Yes

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Company weighted statistics

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Function : AHR – Human Resources
Level : U4 – Lead (U4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	23	81.7	---	73.7	81.2	84.5	---
Actual Bonus Amount	7	20	6.6	---	2.1	3.6	12.7	---
Actual Bonus as % of Base	7	20	8	---	3	5	14	---
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	8	23	87.5	---	74.4	84.9	93.3	---
Actual Total Direct Compensation (Incl LTI)	8	23	87.8	---	76.6	84.9	93.3	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	23	87.7	---	74.9	84.9	93.4	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	8	23	88.1	---	76.6	84.9	93.4	---
Total Compensation (Incl Perqs)	8	23	88.2	---	76.7	84.9	93.7	---
TARGET COMPENSATION								
Target Bonus Amount	6	19	7.2	---	3.8	7.6	10.6	---
Target Bonus as % of Base	6	19	9	---	5	9	13	---
Target Cash Compensation	7	22	89.1	---	78.7	89.3	93.6	---
Target Total Direct Compensation (Incl LTI)	7	22	89.1	---	78.7	89.3	93.6	---
Target Total Compensation (Incl Perqs)	7	22	89.3	---	79.1	89.4	93.9	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	4	17	0.3	---	---	0.3	---	---
SCOPE VARIABLES								
Company Revenue (millions)	8	23	8,334.8	---	2,048.3	6,440.7	12,548.7	---

Bonus Eligibility
87% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
13% Not eligible

LTI Eligibility
75% No
25% Yes

Hourly Rate Eligibility
75% No
25% Yes

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Function : AHS – Environmental Health and Safety
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	26	142	132.0	113.0	118.8	130.8	141.0	153.8
Actual Bonus Amount	22	100	22.4	9.6	15.3	21.9	27.8	36.1
Actual Bonus as % of Base	22	100	17	7	13	16	21	27
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	26	142	151.0	129.6	133.6	150.3	162.3	180.9
Actual Total Direct Compensation (Incl LTI)	26	142	159.8	130.2	133.7	157.1	171.5	212.2
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	7	17	18.7	---	1.2	17.3	34.3	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	26	142	153.0	129.6	133.6	154.3	163.5	193.8
Total Direct Compensation (Incl LTI & Other Variable Payments)	26	142	162.1	130.2	133.7	157.1	179.5	212.4
Total Compensation (Incl Perqs)	26	142	162.8	130.4	134.4	157.4	182.0	215.9
TARGET COMPENSATION								
Target Bonus Amount	22	92	22.1	12.1	14.1	19.6	24.6	40.6
Target Bonus as % of Base	22	92	16	10	12	15	18	27
Target Cash Compensation	25	131	151.6	128.7	132.0	149.7	161.7	194.4
Target Total Direct Compensation (Incl LTI)	25	131	160.4	128.7	132.8	153.9	176.3	226.1
Target Total Compensation (Incl Perqs)	25	131	161.1	128.8	132.8	153.9	177.2	229.1
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	11	42	28.7	13.6	19.7	25.2	35.5	58.3
LTI as % of Base	11	42	20	10	13	18	23	40
Total Perquisite Amount	12	34	1.9	0.3	0.4	0.5	3.5	6.1
SCOPE VARIABLES								
Company Revenue (millions)	26	142	7,154.8	597.3	1,703.2	4,022.5	10,476.9	24,381.7

Bonus Eligibility
83% Eligible
4% Eligible but payment not received for poor performance reasons
1% Eligible but payment not received due to insufficient time on the job
12% Not eligible

LTI Eligibility
59% No
41% Yes

Hourly Rate Eligibility
96% No
4% Yes

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Function : AHS – Environmental Health and Safety
Level : P1 – Entry (P1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	20	60	70.9	60.2	64.7	69.1	73.1	86.6
Actual Bonus Amount	15	49	7.1	2.2	4.3	6.0	10.5	13.1
Actual Bonus as % of Base	15	49	10	3	7	8	13	18
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	20	60	76.2	63.1	67.5	75.2	78.7	99.5
Actual Total Direct Compensation (Incl LTI)	20	60	77.8	63.3	69.1	76.9	82.4	99.5
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	6	11	14.9	---	0.8	14.2	24.7	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	20	60	78.3	63.1	71.1	77.3	85.1	100.0
Total Direct Compensation (Incl LTI & Other Variable Payments)	20	60	79.9	63.4	73.2	77.9	88.1	100.0
Total Compensation (Incl Perqs)	20	60	80.4	63.4	73.5	79.6	89.6	100.4
TARGET COMPENSATION								
Target Bonus Amount	14	47	7.2	2.5	4.4	7.4	9.0	12.1
Target Bonus as % of Base	14	47	10	4	7	11	13	14
Target Cash Compensation	19	58	76.7	63.0	67.6	75.1	79.7	98.6
Target Total Direct Compensation (Incl LTI)	19	58	78.1	63.0	72.8	77.1	80.3	98.6
Target Total Compensation (Incl Perqs)	19	58	78.6	63.0	73.1	77.1	81.3	99.1
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	10	6.8	---	3.7	6.1	10.3	---
LTI as % of Base	5	10	10	---	6	9	16	---
Total Perquisite Amount	9	24	1.1	---	0.4	0.7	1.9	---
SCOPE VARIABLES								
Company Revenue (millions)	20	60	8,741.4	682.8	2,048.7	5,187.2	13,310.2	26,108.2

Bonus Eligibility

75% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
25% Not eligible

LTI Eligibility

70% No
30% Yes

Hourly Rate Eligibility

94% No
6% Yes

All values in Canadian Dollar

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Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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Function : AHS – Environmental Health and Safety
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	40	198	146.6	116.4	135.5	146.7	157.9	179.5
Actual Bonus Amount	37	174	31.3	10.4	19.9	30.9	40.7	48.9
Actual Bonus as % of Base	37	174	20	9	14	21	25	32
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	40	198	175.4	121.8	156.5	174.7	200.4	219.7
Actual Total Direct Compensation (Incl LTI)	40	198	193.0	121.8	156.5	188.7	227.6	263.9
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	12	37	13.1	0.4	2.0	8.5	22.9	36.9
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	40	198	177.6	121.8	156.5	181.4	203.7	230.7
Total Direct Compensation (Incl LTI & Other Variable Payments)	40	198	195.2	121.8	156.5	190.1	229.7	272.7
Total Compensation (Incl Perqs)	40	198	198.0	121.8	160.0	190.3	233.2	273.0
TARGET COMPENSATION								
Target Bonus Amount	36	174	29.2	14.0	21.3	30.0	33.6	42.6
Target Bonus as % of Base	36	174	19	10	15	20	21	25
Target Cash Compensation	39	196	173.6	132.0	157.0	173.3	192.3	219.7
Target Total Direct Compensation (Incl LTI)	39	196	190.6	132.0	159.4	192.3	217.9	257.7
Target Total Compensation (Incl Perqs)	39	196	193.5	132.0	159.7	192.3	221.2	263.5
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	23	105	35.6	14.6	19.1	28.6	46.2	68.4
LTI as % of Base	23	105	22	9	12	18	29	42
Total Perquisite Amount	19	91	6.1	0.3	1.3	4.9	8.2	16.8
SCOPE VARIABLES								
Company Revenue (millions)	40	198	6,034.6	618.1	1,288.6	3,961.4	9,983.6	17,867.3

Bonus Eligibility

91% Eligible
1% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
7% Not eligible

LTI Eligibility

49% No
51% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

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Company weighted statistics

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Function : AHS – Environmental Health and Safety
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	32	114	179.1	126.4	152.7	182.7	202.2	226.7
Actual Bonus Amount	28	103	52.0	19.4	28.3	50.9	69.5	101.5
Actual Bonus as % of Base	28	103	28	12	20	28	35	45
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	32	114	223.6	136.9	175.9	236.0	259.0	300.9
Actual Total Direct Compensation (Incl LTI)	32	114	277.0	136.9	183.3	274.6	366.3	406.1
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	6	22	14.9	---	3.6	17.0	23.7	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	32	114	225.1	136.9	175.9	236.0	262.8	300.9
Total Direct Compensation (Incl LTI & Other Variable Payments)	32	114	278.5	136.9	183.3	276.3	369.1	409.0
Total Compensation (Incl Perqs)	32	114	283.8	136.9	183.3	288.7	374.6	417.6
TARGET COMPENSATION								
Target Bonus Amount	27	100	45.5	20.8	37.7	46.2	55.6	66.1
Target Bonus as % of Base	27	100	25	16	20	25	28	31
Target Cash Compensation	31	109	218.9	134.7	193.0	228.4	260.7	277.4
Target Total Direct Compensation (Incl LTI)	31	109	269.5	134.7	195.0	256.8	340.5	421.2
Target Total Compensation (Incl Perqs)	31	109	274.9	134.7	195.0	268.5	353.7	431.1
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	19	71	92.5	42.7	50.2	80.8	132.2	156.7
LTI as % of Base	19	71	47	22	28	41	58	81
Total Perquisite Amount	19	76	9.0	2.8	3.7	6.2	10.0	14.3
SCOPE VARIABLES								
Company Revenue (millions)	32	114	6,407.9	638.3	1,809.8	4,015.0	8,013.0	17,439.9

Bonus Eligibility

85% Eligible
2% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
13% Not eligible

LTI Eligibility

41% No
59% Yes

Hourly Rate Eligibility

100% No
0% Yes

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Function : AHS – Environmental Health and Safety
Level : M4 – Group Manager (M4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	14	18	213.1	161.7	196.1	212.1	230.9	259.8
Actual Bonus Amount	13	17	81.2	48.2	52.0	72.5	89.3	167.7
Actual Bonus as % of Base	13	17	37	25	26	33	39	77
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	14	18	288.5	186.6	244.2	286.1	332.7	389.5
Actual Total Direct Compensation (Incl LTI)	14	18	400.6	196.9	339.9	435.1	480.0	525.6
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	14	18	288.6	186.6	244.2	286.1	333.2	389.5
Total Direct Compensation (Incl LTI & Other Variable Payments)	14	18	400.7	196.9	340.1	435.1	480.0	525.9
Total Compensation (Incl Perqs)	14	18	409.3	196.9	343.1	445.2	496.9	529.7
TARGET COMPENSATION								
Target Bonus Amount	12	16	70.5	38.8	51.1	66.6	76.9	137.2
Target Bonus as % of Base	12	16	32	18	25	30	30	66
Target Cash Compensation	13	17	279.5	187.5	252.5	273.0	309.5	367.7
Target Total Direct Compensation (Incl LTI)	13	17	383.8	187.5	314.5	399.0	471.8	513.8
Target Total Compensation (Incl Perqs)	13	17	392.5	187.5	329.6	413.3	478.8	525.5
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	12	16	130.8	49.1	90.3	117.5	201.8	218.3
LTI as % of Base	12	16	60	22	37	55	86	106
Total Perquisite Amount	10	14	12.1	4.7	7.2	13.0	17.0	18.2
SCOPE VARIABLES								
Company Revenue (millions)	14	18	7,287.9	745.7	1,194.0	3,983.9	12,226.7	20,096.0

Bonus Eligibility

93% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
7% Not eligible

LTI Eligibility

14% No
86% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

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Function : AHS – Environmental Health and Safety
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	34	302	87.8	66.3	77.2	84.8	94.9	114.9
Actual Bonus Amount	28	220	10.7	3.1	6.9	10.5	14.5	17.6
Actual Bonus as % of Base	28	220	12	4	9	13	15	19
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation	34	302	96.6	72.0	84.5	92.0	105.7	128.0
Actual Total Direct Compensation (Incl LTI)	34	302	98.7	72.0	86.4	97.3	112.8	128.0
Actual Retention Bonus	2	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	12	49	11.9	0.6	1.7	7.9	19.0	36.1
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	34	302	97.7	72.0	85.5	93.8	109.4	128.3
Total Direct Compensation (Incl LTI & Other Variable Payments)	34	302	99.8	72.0	86.4	98.1	113.8	128.3
Total Compensation (Incl Perqs)	34	302	100.5	72.3	86.4	100.9	114.5	130.9
TARGET COMPENSATION								
Target Bonus Amount	27	214	9.9	4.4	6.1	9.7	12.3	14.7
Target Bonus as % of Base	27	214	11	6	8	11	13	15
Target Cash Compensation	33	290	96.1	70.0	84.7	92.9	103.1	129.0
Target Total Direct Compensation (Incl LTI)	33	290	98.1	70.0	85.1	95.8	111.3	129.0
Target Total Compensation (Incl Perqs)	33	290	98.8	70.3	85.1	97.8	111.7	131.6
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	10	59	9.4	3.8	4.8	8.6	13.3	16.6
LTI as % of Base	10	59	11	5	6	11	17	20
Total Perquisite Amount	17	94	2.2	0.3	0.5	0.8	3.3	7.4
SCOPE VARIABLES								
Company Revenue (millions)	34	302	7,311.3	658.5	1,788.0	4,251.2	10,925.7	20,665.3

Bonus Eligibility
79% Eligible
0% Eligible but payment not received for poor performance reasons
1% Eligible but payment not received due to insufficient time on the job
20% Not eligible

LTI Eligibility
67% No
33% Yes

Hourly Rate Eligibility
96% No
4% Yes

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Function : AHS – Environmental Health and Safety
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	39	663	103.4	90.4	98.7	102.6	108.3	124.7
Actual Bonus Amount	34	561	14.3	5.7	9.1	12.2	19.8	21.2
Actual Bonus as % of Base	34	561	14	6	10	12	18	21
Hourly Rate	6	64	50	---	43	49	56	---
Actual Cash Compensation	39	663	115.6	91.8	108.2	116.4	123.4	136.6
Actual Total Direct Compensation (Incl LTI)	39	663	119.9	91.8	108.9	120.6	133.5	140.8
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	13	110	10.1	0.5	2.5	10.4	16.0	21.8
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	39	663	116.7	91.8	108.6	119.5	125.3	138.0
Total Direct Compensation (Incl LTI & Other Variable Payments)	39	663	121.1	91.8	108.9	121.8	135.1	141.3
Total Compensation (Incl Perqs)	39	663	122.3	91.8	109.0	122.3	138.3	144.0
TARGET COMPENSATION								
Target Bonus Amount	33	542	13.0	6.9	9.7	12.8	15.6	18.8
Target Bonus as % of Base	33	542	13	8	10	12	15	17
Target Cash Compensation	38	634	114.7	91.2	108.6	115.4	123.2	134.0
Target Total Direct Compensation (Incl LTI)	38	634	118.9	91.2	109.4	121.9	131.0	144.3
Target Total Compensation (Incl Perqs)	38	634	120.1	91.2	109.4	122.3	134.5	144.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	18	201	12.1	5.5	7.2	12.0	15.6	21.8
LTI as % of Base	18	201	12	5	7	12	16	21
Total Perquisite Amount	21	253	2.8	0.3	0.5	1.2	4.8	8.4
SCOPE VARIABLES								
Company Revenue (millions)	39	663	6,198.1	608.0	1,932.0	4,000.0	10,461.5	14,582.6

Bonus Eligibility

84% Eligible
0% Eligible but payment not received for poor performance reasons
1% Eligible but payment not received due to insufficient time on the job
15% Not eligible

LTI Eligibility

60% No
40% Yes

Hourly Rate Eligibility

92% No
8% Yes

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Function : AHS – Environmental Health and Safety
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	40	705	123.2	103.7	115.4	122.9	129.1	146.1
Actual Bonus Amount	33	545	20.9	9.3	15.5	21.6	24.1	35.1
Actual Bonus as % of Base	33	545	17	8	12	17	20	26
Hourly Rate	5	13	59	---	44	58	74	---
Actual Cash Compensation	40	705	140.3	106.2	128.4	139.9	152.0	159.1
Actual Total Direct Compensation (Incl LTI)	40	705	147.1	106.2	129.2	149.9	166.5	180.3
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	15	158	11.5	0.5	0.8	9.3	24.1	26.9
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	40	705	141.9	106.2	129.0	143.9	153.5	163.2
Total Direct Compensation (Incl LTI & Other Variable Payments)	40	705	148.9	106.2	129.2	151.5	169.2	184.4
Total Compensation (Incl Perqs)	40	705	150.3	106.2	129.8	151.5	172.4	186.6
TARGET COMPENSATION								
Target Bonus Amount	32	523	18.7	10.7	15.7	18.0	21.9	25.0
Target Bonus as % of Base	32	523	15	10	12	15	18	20
Target Cash Compensation	39	677	138.6	105.8	128.2	141.2	149.8	161.9
Target Total Direct Compensation (Incl LTI)	39	677	145.3	105.8	128.2	150.4	161.5	180.8
Target Total Compensation (Incl Perqs)	39	677	146.7	105.8	128.7	150.9	168.4	180.8
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	18	288	19.7	9.8	14.1	20.5	23.5	30.5
LTI as % of Base	18	288	16	8	11	16	19	27
Total Perquisite Amount	25	301	3.5	0.3	0.5	2.0	4.9	10.6
SCOPE VARIABLES								
Company Revenue (millions)	40	705	6,247.7	462.2	1,227.0	3,256.9	9,983.6	17,867.3

Bonus Eligibility
80% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
20% Not eligible

LTI Eligibility
57% No
43% Yes

Hourly Rate Eligibility
94% No
6% Yes

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Function : AHS – Environmental Health and Safety
Level : P5 – Master (P5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	23	121	157.3	129.2	147.3	153.3	167.7	196.0
Actual Bonus Amount	21	89	33.3	14.7	25.1	32.0	41.4	46.3
Actual Bonus as % of Base	21	89	21	10	16	20	27	30
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	23	121	187.4	150.8	172.8	191.3	199.6	207.8
Actual Total Direct Compensation (Incl LTI)	23	121	210.2	152.7	191.2	210.2	227.7	255.6
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	9	30	12.2	---	1.8	8.0	23.2	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	23	121	190.0	152.1	175.5	193.9	202.2	210.0
Total Direct Compensation (Incl LTI & Other Variable Payments)	23	121	212.8	152.7	191.2	213.3	228.1	265.9
Total Compensation (Incl Perqs)	23	121	214.9	152.7	197.0	219.3	231.7	265.9
TARGET COMPENSATION								
Target Bonus Amount	21	89	29.3	19.0	23.7	30.0	32.5	38.0
Target Bonus as % of Base	21	89	19	13	17	20	20	25
Target Cash Compensation	23	121	183.7	149.7	169.5	184.0	192.1	217.6
Target Total Direct Compensation (Incl LTI)	23	121	206.6	152.7	184.0	212.6	223.6	249.0
Target Total Compensation (Incl Perqs)	23	121	208.7	152.7	189.8	214.3	223.9	249.0
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	15	72	37.7	21.6	30.0	37.5	44.0	54.6
LTI as % of Base	15	72	24	13	19	25	28	35
Total Perquisite Amount	14	65	5.0	0.4	0.7	4.9	6.1	14.4
SCOPE VARIABLES								
Company Revenue (millions)	23	121	8,225.5	553.6	2,167.7	4,457.4	13,224.0	22,156.1

Bonus Eligibility	
87%	Eligible
0%	Eligible but payment not received for poor performance reasons
0%	Eligible but payment not received due to insufficient time on the job
13%	Not eligible

LTI Eligibility	
36%	No
64%	Yes

Hourly Rate Eligibility	
96%	No
4%	Yes

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Function : AHS – Environmental Health and Safety

Level : P6 – Renowned Expert (P6)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	7	180.9	---	154.3	189.2	203.2	---
Actual Bonus Amount	4	6	44.3	---	---	51.2	---	---
Actual Bonus as % of Base	4	6	24	---	---	30	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	5	7	216.3	---	173.8	206.9	263.6	---
Actual Total Direct Compensation (Incl LTI)	5	7	248.7	---	175.7	235.3	328.4	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	7	216.3	---	173.8	206.9	263.6	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	5	7	248.7	---	175.7	235.3	328.4	---
Total Compensation (Incl Perqs)	5	7	251.9	---	175.7	235.3	336.4	---
TARGET COMPENSATION								
Target Bonus Amount	4	6	39.9	---	---	39.5	---	---
Target Bonus as % of Base	4	6	21	---	---	23	---	---
Target Cash Compensation	5	7	212.8	---	170.2	205.4	258.9	---
Target Total Direct Compensation (Incl LTI)	5	7	245.1	---	179.6	218.8	323.7	---
Target Total Compensation (Incl Perqs)	5	7	248.3	---	179.6	218.8	331.8	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	6	40.4	---	---	27.8	---	---
LTI as % of Base	4	6	22	---	---	15	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	7	8,828.0	---	1,185.9	2,943.2	19,412.5	---

Bonus Eligibility

80% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
20% Not eligible

LTI Eligibility

20% No
80% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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Function : AHS – Environmental Health and Safety
Level : T2 – Intermediate (T2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	21	88.9	---	80.8	86.8	97.4	---
Actual Bonus Amount	5	15	5.5	---	2.4	4.7	9.0	---
Actual Bonus as % of Base	5	15	6	---	3	5	9	---
Hourly Rate	4	13	44	---	---	45	---	---
Actual Cash Compensation	7	21	92.3	---	82.8	90.1	101.2	---
Actual Total Direct Compensation (Incl LTI)	7	21	93.0	---	82.8	92.3	101.2	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	21	97.4	---	82.8	90.1	121.8	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	7	21	98.0	---	82.8	92.3	121.8	---
Total Compensation (Incl Perqs)	7	21	98.6	---	83.1	92.3	121.8	---
TARGET COMPENSATION								
Target Bonus Amount	4	11	7.2	---	---	6.4	---	---
Target Bonus as % of Base	4	11	7	---	---	7	---	---
Target Cash Compensation	6	15	94.4	---	79.9	91.9	109.0	---
Target Total Direct Compensation (Incl LTI)	6	15	94.4	---	79.9	91.9	109.0	---
Target Total Compensation (Incl Perqs)	6	15	95.1	---	80.2	93.7	109.4	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	7	21	5,976.9	---	1,932.0	2,420.0	10,523.0	---

Bonus Eligibility

64% Eligible
8% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
29% Not eligible

LTI Eligibility

86% No
14% Yes

Hourly Rate Eligibility

48% No
52% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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Function : AHS – Environmental Health and Safety
Level : T3 – Senior (T3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	63	100.3	---	84.8	104.1	109.3	---
Actual Bonus Amount	7	40	9.6	---	3.3	8.5	15.0	---
Actual Bonus as % of Base	7	40	10	---	3	8	20	---
Hourly Rate	5	47	54	---	52	55	57	---
Actual Cash Compensation	8	63	108.6	---	97.3	107.3	120.2	---
Actual Total Direct Compensation (Incl LTI)	8	63	111.1	---	102.3	109.6	120.2	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	4	10	15.0	---	---	10.1	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	63	115.2	---	101.8	109.6	120.4	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	8	63	117.7	---	106.9	109.6	120.4	---
Total Compensation (Incl Perqs)	8	63	118.9	---	108.2	110.2	125.1	---
TARGET COMPENSATION								
Target Bonus Amount	6	28	9.2	---	6.7	9.5	12.0	---
Target Bonus as % of Base	6	28	10	---	6	9	15	---
Target Cash Compensation	7	50	108.0	---	92.5	110.1	118.9	---
Target Total Direct Compensation (Incl LTI)	7	50	110.2	---	102.6	110.1	118.9	---
Target Total Compensation (Incl Perqs)	7	50	111.6	---	102.9	110.1	125.0	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	6	24	2.1	---	0.3	1.1	4.2	---
SCOPE VARIABLES								
Company Revenue (millions)	8	63	9,956.7	---	3,025.7	8,057.2	16,408.6	---

Bonus Eligibility
87% Eligible
0% Eligible but payment not received for poor performance reasons
1% Eligible but payment not received due to insufficient time on the job
12% Not eligible

LTI Eligibility
63% No
37% Yes

Hourly Rate Eligibility
41% No
59% Yes

All values in Canadian Dollar

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Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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Function : AHS – Environmental Health and Safety
Level : T4 – Lead (T4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	47	106.8	---	75.8	109.0	131.9	---
Actual Bonus Amount	6	47	14.9	---	7.1	14.2	22.0	---
Actual Bonus as % of Base	6	47	13	---	6	15	19	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	6	47	121.7	---	82.5	122.1	153.8	---
Actual Total Direct Compensation (Incl LTI)	6	47	131.2	---	82.5	128.0	165.1	---
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	47	127.3	---	82.9	128.3	159.0	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	6	47	136.8	---	82.9	134.2	170.2	---
Total Compensation (Incl Perqs)	6	47	138.6	---	84.4	135.3	175.3	---
TARGET COMPENSATION								
Target Bonus Amount	5	42	13.8	---	8.2	14.0	19.3	---
Target Bonus as % of Base	5	42	13	---	11	13	15	---
Target Cash Compensation	5	42	117.0	---	83.0	107.2	156.1	---
Target Total Direct Compensation (Incl LTI)	5	42	126.6	---	83.0	109.8	178.6	---
Target Total Compensation (Incl Perqs)	5	42	128.8	---	84.0	112.0	182.0	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	6	47	12,358.0	---	4,784.8	10,492.2	20,519.8	---

<u>Bonus Eligibility</u>		<u>LTI Eligibility</u>		<u>Hourly Rate Eligibility</u>	
100%	Eligible	50%	No	87%	No
0%	Eligible but payment not received for poor performance reasons	50%	Yes	13%	Yes
0%	Eligible but payment not received due to insufficient time on the job				
0%	Not eligible				

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AID – IT Development
Level : P1 – Entry (P1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	32	71.1	---	65.8	69.3	73.6	---
Actual Bonus Amount	6	29	7.1	---	3.8	5.7	10.9	---
Actual Bonus as % of Base	6	29	10	---	6	8	15	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	8	32	76.4	---	69.5	74.0	86.9	---
Actual Total Direct Compensation (Incl LTI)	8	32	77.2	---	70.6	75.6	86.9	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	32	76.6	---	69.5	75.0	86.9	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	8	32	77.5	---	70.7	76.4	86.9	---
Total Compensation (Incl Perqs)	8	32	78.0	---	71.0	78.1	87.0	---
TARGET COMPENSATION								
Target Bonus Amount	5	22	6.6	---	3.4	7.0	9.7	---
Target Bonus as % of Base	5	22	10	---	6	10	14	---
Target Cash Compensation	7	25	76.7	---	69.9	76.2	85.9	---
Target Total Direct Compensation (Incl LTI)	7	25	76.7	---	69.9	76.2	85.9	---
Target Total Compensation (Incl Perqs)	7	25	77.3	---	70.3	77.5	85.9	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	8	32	12,771.3	---	2,002.3	8,088.0	24,818.6	---

Bonus Eligibility
75% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
25% Not eligible

LTI Eligibility
75% No
25% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AID – IT Development
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	19	83	128.3	107.8	120.7	131.0	138.1	141.4
Actual Bonus Amount	16	67	22.2	10.2	15.9	22.3	24.9	39.0
Actual Bonus as % of Base	16	67	17	8	12	17	22	28
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	19	83	147.0	115.6	132.6	148.0	159.8	175.8
Actual Total Direct Compensation (Incl LTI)	19	83	156.5	115.6	132.6	148.8	180.8	211.0
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	19	83	147.4	115.6	132.6	148.0	161.1	175.8
Total Direct Compensation (Incl LTI & Other Variable Payments)	19	83	156.9	115.6	132.6	148.8	180.8	211.6
Total Compensation (Incl Perqs)	19	83	158.2	115.6	132.6	151.4	180.8	211.6
TARGET COMPENSATION								
Target Bonus Amount	15	57	19.5	11.4	16.2	18.7	22.8	27.9
Target Bonus as % of Base	15	57	15	9	14	15	20	20
Target Cash Compensation	18	73	144.3	115.4	132.7	145.2	159.2	166.8
Target Total Direct Compensation (Incl LTI)	18	73	152.2	115.4	132.7	145.2	166.3	208.3
Target Total Compensation (Incl Perqs)	18	73	153.6	115.4	132.7	147.3	170.5	208.6
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	6	25	35.0	---	24.7	35.3	43.5	---
LTI as % of Base	6	25	26	---	18	27	31	---
Total Perquisite Amount	8	31	3.2	---	0.5	1.0	5.0	---
SCOPE VARIABLES								
Company Revenue (millions)	19	83	5,791.1	951.4	1,214.0	2,801.0	5,653.0	18,370.4

Bonus Eligibility
84% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
16% Not eligible

LTI Eligibility
72% No
28% Yes

Hourly Rate Eligibility
97% No
3% Yes

All values in Canadian Dollar

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Company weighted statistics

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AID – IT Development
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	30	143	144.1	117.8	129.7	147.4	155.8	165.7
Actual Bonus Amount	27	136	33.2	13.7	24.5	31.8	41.6	49.2
Actual Bonus as % of Base	27	136	23	12	18	22	27	33
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	30	143	174.0	131.9	157.8	181.1	197.7	200.0
Actual Total Direct Compensation (Incl LTI)	30	143	195.4	131.9	159.2	203.9	228.4	258.9
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	6	26	6.8	---	0.5	3.8	10.4	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	30	143	174.7	131.9	157.8	182.4	198.1	201.9
Total Direct Compensation (Incl LTI & Other Variable Payments)	30	143	196.2	131.9	159.2	204.4	228.4	259.1
Total Compensation (Incl Perqs)	30	143	198.2	132.0	159.2	205.8	233.6	262.7
TARGET COMPENSATION								
Target Bonus Amount	27	137	27.7	11.4	22.5	29.3	31.7	38.5
Target Bonus as % of Base	27	137	19	10	15	20	20	25
Target Cash Compensation	30	143	169.1	129.6	152.1	175.1	189.3	196.2
Target Total Direct Compensation (Incl LTI)	30	143	190.6	129.6	155.3	199.1	222.6	248.0
Target Total Compensation (Incl Perqs)	30	143	192.5	130.7	155.3	201.6	227.3	253.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	20	92	34.6	14.9	21.4	26.1	47.0	66.3
LTI as % of Base	20	92	22	10	13	17	31	42
Total Perquisite Amount	16	90	3.7	0.3	0.8	2.9	5.7	9.0
SCOPE VARIABLES								
Company Revenue (millions)	30	143	5,685.9	575.8	1,333.5	2,674.8	7,529.4	17,279.7

Bonus Eligibility
90% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
10% Not eligible

LTI Eligibility
37% No
63% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar

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Function : AID – IT Development
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	27	68	170.2	124.6	157.3	172.7	187.4	193.2
Actual Bonus Amount	22	55	47.0	15.5	34.1	48.8	59.7	71.7
Actual Bonus as % of Base	22	55	27	10	20	28	33	40
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	27	68	208.5	129.2	173.3	225.8	241.1	263.9
Actual Total Direct Compensation (Incl LTI)	27	68	251.3	129.2	188.8	246.3	308.1	349.8
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	9	5.1	---	1.1	2.0	10.6	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	27	68	209.5	129.2	173.3	225.8	245.5	263.9
Total Direct Compensation (Incl LTI & Other Variable Payments)	27	68	252.3	129.2	188.8	255.7	308.1	349.8
Total Compensation (Incl Perqs)	27	68	258.7	129.2	188.8	276.9	316.5	365.5
TARGET COMPENSATION								
Target Bonus Amount	22	50	39.3	19.8	33.6	42.3	47.4	50.6
Target Bonus as % of Base	22	50	23	15	20	25	25	28
Target Cash Compensation	26	62	204.0	127.9	184.0	216.9	233.3	243.0
Target Total Direct Compensation (Incl LTI)	26	62	245.7	127.9	184.0	248.1	302.2	327.9
Target Total Compensation (Incl Perqs)	26	62	252.2	127.9	184.0	263.5	310.2	343.5
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	17	48	68.3	26.8	41.9	69.6	88.4	116.8
LTI as % of Base	17	48	38	11	23	40	51	67
Total Perquisite Amount	19	47	9.6	0.3	3.6	7.5	10.0	21.1
SCOPE VARIABLES								
Company Revenue (millions)	27	68	6,777.2	243.2	1,356.0	4,000.0	12,134.0	18,730.3

Bonus Eligibility	LTI Eligibility	Hourly Rate Eligibility
81% Eligible	33% No	100% No
4% Eligible but payment not received for poor performance reasons	67% Yes	0% Yes
0% Eligible but payment not received due to insufficient time on the job		
15% Not eligible		

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AID – IT Development
Level : M4 – Group Manager (M4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	14	25	194.9	152.4	165.5	192.6	222.6	244.2
Actual Bonus Amount	11	20	54.8	16.4	39.2	56.1	74.6	79.6
Actual Bonus as % of Base	11	20	27	9	24	29	31	38
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	14	25	237.9	154.7	193.8	230.2	291.5	316.2
Actual Total Direct Compensation (Incl LTI)	14	25	295.1	154.7	193.8	297.7	386.7	456.8
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	14	25	237.4	154.7	195.1	230.2	292.1	316.2
Total Direct Compensation (Incl LTI & Other Variable Payments)	14	25	295.6	154.7	195.1	297.7	386.7	458.1
Total Compensation (Incl Perqs)	14	25	305.2	154.8	195.4	310.8	400.9	479.1
TARGET COMPENSATION								
Target Bonus Amount	10	18	49.1	19.4	32.9	53.3	63.2	72.6
Target Bonus as % of Base	10	18	23	11	20	25	29	30
Target Cash Compensation	13	22	233.9	154.5	188.4	227.6	287.1	312.3
Target Total Direct Compensation (Incl LTI)	13	22	283.2	154.5	188.4	264.6	385.5	463.8
Target Total Compensation (Incl Perqs)	13	22	293.1	154.7	189.9	264.6	401.8	486.2
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	7	16	122.5	---	68.8	136.1	175.6	---
LTI as % of Base	7	16	59	---	28	61	87	---
Total Perquisite Amount	10	20	13.4	1.0	4.5	14.9	20.2	27.9
SCOPE VARIABLES								
Company Revenue (millions)	14	25	6,028.6	234.5	1,062.5	2,371.7	11,018.5	20,096.0

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
77%	Eligible	45%	No	100%	No
0%	Eligible but payment not received for poor performance reasons	55%	Yes	0%	Yes
2%	Eligible but payment not received due to insufficient time on the job				
21%	Not eligible				

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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Function : AID – IT Development
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	27	220	85.6	69.0	76.2	82.6	93.4	108.3
Actual Bonus Amount	21	146	9.3	2.5	4.8	8.7	14.2	16.5
Actual Bonus as % of Base	21	146	11	3	6	11	15	19
Hourly Rate	4	31	40	---	---	39	---	---
Actual Cash Compensation	27	220	93.0	71.0	82.8	90.6	106.4	116.8
Actual Total Direct Compensation (Incl LTI)	27	220	95.1	71.0	84.8	91.8	104.8	123.7
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	27	220	92.8	71.0	82.8	90.6	104.8	117.0
Total Direct Compensation (Incl LTI & Other Variable Payments)	27	220	95.2	71.0	84.8	91.8	104.8	123.7
Total Compensation (Incl Perqs)	27	220	95.5	71.0	84.8	91.8	104.8	124.2
TARGET COMPENSATION								
Target Bonus Amount	20	125	10.0	5.0	6.9	10.1	12.2	15.8
Target Bonus as % of Base	20	125	12	6	10	12	15	15
Target Cash Compensation	26	198	93.6	70.6	83.7	90.7	105.1	120.0
Target Total Direct Compensation (Incl LTI)	26	198	95.8	70.6	84.2	92.5	109.0	124.9
Target Total Compensation (Incl Perqs)	26	198	96.1	70.6	86.1	93.6	109.0	125.4
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	8	50	8.8	---	3.2	6.5	15.7	---
LTI as % of Base	8	50	10	---	4	8	18	---
Total Perquisite Amount	11	43	1.0	0.1	0.3	0.5	1.7	2.7
SCOPE VARIABLES								
Company Revenue (millions)	27	220	6,293.3	542.2	1,214.0	2,399.0	12,134.0	18,558.7

Bonus Eligibility
76% Eligible
0% Eligible but payment not received for poor performance reasons
2% Eligible but payment not received due to insufficient time on the job
22% Not eligible

LTI Eligibility
69% No
31% Yes

Hourly Rate Eligibility
88% No
12% Yes

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Company weighted statistics

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Function : AID – IT Development
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	40	920	102.9	89.3	95.7	100.2	109.9	122.1
Actual Bonus Amount	32	516	14.3	5.7	7.8	11.9	20.5	24.6
Actual Bonus as % of Base	32	516	14	6	9	13	19	24
Hourly Rate	6	154	50	---	46	50	55	---
Actual Cash Compensation	40	920	114.1	90.6	104.8	114.4	122.7	136.6
Actual Total Direct Compensation (Incl LTI)	40	920	118.1	90.6	105.5	118.8	126.8	151.6
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	8	29	5.6	---	0.7	1.3	10.1	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	40	920	114.3	90.6	104.7	115.1	122.7	136.6
Total Direct Compensation (Incl LTI & Other Variable Payments)	40	920	118.3	90.6	105.5	119.6	127.7	151.6
Total Compensation (Incl Perqs)	40	920	119.3	90.6	105.8	120.8	130.0	152.2
TARGET COMPENSATION								
Target Bonus Amount	31	467	13.1	6.7	9.5	12.8	15.5	19.9
Target Bonus as % of Base	31	467	13	7	10	12	15	19
Target Cash Compensation	39	866	113.4	90.5	106.0	115.0	122.1	134.4
Target Total Direct Compensation (Incl LTI)	39	866	117.2	90.5	106.0	117.8	126.9	145.4
Target Total Compensation (Incl Perqs)	39	866	118.2	90.5	106.0	119.2	127.4	145.4
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	15	150	12.3	5.5	6.0	10.3	15.3	26.7
LTI as % of Base	15	150	12	5	6	11	15	23
Total Perquisite Amount	18	186	2.1	0.3	0.5	1.2	2.5	6.3
SCOPE VARIABLES								
Company Revenue (millions)	40	920	5,376.9	611.1	1,288.6	2,674.8	9,259.4	13,327.5

Bonus Eligibility	
77%	Eligible
0%	Eligible but payment not received for poor performance reasons
1%	Eligible but payment not received due to insufficient time on the job
22%	Not eligible

LTI Eligibility	
63%	No
37%	Yes

Hourly Rate Eligibility	
87%	No
13%	Yes

All values in Canadian Dollar

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Company weighted statistics

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Function : AID – IT Development
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	38	954	122.8	105.2	117.6	123.4	130.1	144.4
Actual Bonus Amount	32	551	20.7	7.1	11.8	17.9	26.5	32.7
Actual Bonus as % of Base	32	551	17	7	11	15	20	26
Hourly Rate	5	78	59	---	52	60	66	---
Actual Cash Compensation	38	954	140.1	106.5	128.5	141.0	150.8	170.2
Actual Total Direct Compensation (Incl LTI)	38	954	147.1	106.5	129.8	146.3	162.5	183.7
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	9	58	5.7	---	0.6	2.6	5.5	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	38	954	140.5	106.5	128.5	141.8	150.9	170.9
Total Direct Compensation (Incl LTI & Other Variable Payments)	38	954	147.6	106.5	129.8	146.8	162.5	188.8
Total Compensation (Incl Perqs)	38	954	148.3	106.5	129.8	147.5	164.4	189.6
TARGET COMPENSATION								
Target Bonus Amount	31	518	19.4	9.0	14.1	18.9	24.1	29.4
Target Bonus as % of Base	31	518	16	8	12	15	20	20
Target Cash Compensation	37	919	139.3	105.1	130.8	141.5	149.1	171.7
Target Total Direct Compensation (Incl LTI)	37	919	146.2	105.1	131.3	145.3	160.5	185.3
Target Total Compensation (Incl Perqs)	37	919	147.0	105.1	132.0	145.6	163.2	190.1
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	19	217	17.8	8.5	11.3	14.7	22.6	32.9
LTI as % of Base	19	217	14	7	8	12	18	25
Total Perquisite Amount	18	312	2.1	0.3	0.6	1.3	2.8	5.3
SCOPE VARIABLES								
Company Revenue (millions)	38	954	5,686.5	513.9	1,253.1	2,872.1	10,476.9	13,842.1

Bonus Eligibility

82% Eligible

0% Eligible but payment not received for poor performance reasons

0% Eligible but payment not received due to insufficient time on the job

18% Not eligible

LTI Eligibility

53% No

47% Yes

Hourly Rate Eligibility

91% No

9% Yes

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Function : AID – IT Development
Level : P5 – Master (P5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	23	169	146.8	117.2	134.2	152.4	160.3	168.4
Actual Bonus Amount	20	108	29.6	12.1	18.8	30.7	40.5	43.0
Actual Bonus as % of Base	20	108	20	9	13	22	27	28
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	23	169	172.3	128.2	151.9	176.2	194.8	207.0
Actual Total Direct Compensation (Incl LTI)	23	169	190.8	128.2	155.2	198.0	219.4	247.7
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	8	1.6	---	0.3	0.6	3.5	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	23	169	172.6	128.2	151.9	176.2	194.8	208.7
Total Direct Compensation (Incl LTI & Other Variable Payments)	23	169	191.0	128.2	155.2	198.0	219.4	248.1
Total Compensation (Incl Perqs)	23	169	192.4	128.2	155.2	198.0	220.2	248.1
TARGET COMPENSATION								
Target Bonus Amount	19	105	27.4	14.7	21.9	28.0	31.8	38.3
Target Bonus as % of Base	19	105	19	13	15	20	20	25
Target Cash Compensation	22	166	170.8	125.8	152.6	176.2	192.7	198.6
Target Total Direct Compensation (Incl LTI)	22	166	189.0	125.8	152.6	199.4	219.3	239.2
Target Total Compensation (Incl Perqs)	22	166	190.4	125.8	152.9	201.0	222.1	239.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	14	65	34.7	17.6	25.0	36.5	41.7	55.5
LTI as % of Base	14	65	22	10	16	23	28	33
Total Perquisite Amount	12	65	4.3	0.3	0.8	3.0	5.6	16.3
SCOPE VARIABLES								
Company Revenue (millions)	23	169	7,758.4	849.8	1,866.3	4,000.0	12,505.0	23,498.1

Bonus Eligibility

86% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
14% Not eligible

LTI Eligibility

38% No
62% Yes

Hourly Rate Eligibility

100% No
0% Yes

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Function : AIT – IT Administration
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	21	92	123.9	96.0	120.4	127.3	133.9	141.1
Actual Bonus Amount	19	88	21.8	8.3	17.9	19.5	26.4	36.2
Actual Bonus as % of Base	19	88	17	7	13	16	21	26
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	21	92	143.5	98.3	136.7	149.3	158.5	172.1
Actual Total Direct Compensation (Incl LTI)	21	92	152.3	98.3	136.7	151.7	178.7	196.6
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	7	8.0	---	0.4	0.6	19.4	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	21	92	144.5	98.3	136.7	151.0	159.0	172.2
Total Direct Compensation (Incl LTI & Other Variable Payments)	21	92	153.3	98.3	136.7	151.7	179.7	196.7
Total Compensation (Incl Perqs)	21	92	154.2	98.3	136.7	152.2	180.2	196.7
TARGET COMPENSATION								
Target Bonus Amount	19	88	18.6	12.0	14.2	18.8	22.6	26.4
Target Bonus as % of Base	19	88	15	10	12	15	16	20
Target Cash Compensation	21	92	140.6	98.4	135.7	144.6	152.5	166.7
Target Total Direct Compensation (Incl LTI)	21	92	149.4	98.4	135.7	147.7	175.0	189.4
Target Total Compensation (Incl Perqs)	21	92	150.3	98.6	135.7	148.2	176.3	189.4
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	8	28	24.6	---	16.1	22.4	34.5	---
LTI as % of Base	8	28	19	---	11	17	27	---
Total Perquisite Amount	9	27	3.9	---	0.5	1.3	5.5	---
SCOPE VARIABLES								
Company Revenue (millions)	21	92	7,094.1	628.2	1,155.0	2,943.2	7,551.0	26,096.3

Bonus Eligibility
90% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
10% Not eligible

LTI Eligibility
65% No
35% Yes

Hourly Rate Eligibility
93% No
7% Yes

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AIT – IT Administration
Level : P1 – Entry (P1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	21	102	67.1	54.2	61.3	69.0	73.4	78.5
Actual Bonus Amount	17	84	7.4	2.5	4.2	7.6	9.7	11.7
Actual Bonus as % of Base	17	84	11	5	7	12	13	15
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation	21	102	73.0	54.2	65.7	74.2	81.5	88.7
Actual Total Direct Compensation (Incl LTI)	21	102	74.5	54.2	68.0	75.2	81.9	93.5
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	21	102	73.4	54.2	67.8	74.2	81.5	88.7
Total Direct Compensation (Incl LTI & Other Variable Payments)	21	102	74.8	54.2	68.2	75.2	81.9	94.0
Total Compensation (Incl Perqs)	21	102	75.4	54.2	68.3	76.6	83.0	94.1
TARGET COMPENSATION								
Target Bonus Amount	16	79	6.5	2.2	4.8	6.6	7.7	10.1
Target Bonus as % of Base	16	79	9	4	8	10	12	13
Target Cash Compensation	20	97	72.8	54.0	67.1	73.8	81.3	87.7
Target Total Direct Compensation (Incl LTI)	20	97	74.0	54.0	69.0	75.0	81.3	89.8
Target Total Compensation (Incl Perqs)	20	97	74.7	54.0	69.0	76.1	82.5	90.2
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	12	6.0	---	4.0	5.9	8.1	---
LTI as % of Base	5	12	9	---	6	10	11	---
Total Perquisite Amount	10	54	1.3	0.3	0.3	0.6	2.2	4.4
SCOPE VARIABLES								
Company Revenue (millions)	21	102	8,095.3	628.2	1,523.1	4,457.4	12,864.5	25,248.5

Bonus Eligibility
81% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
19% Not eligible

LTI Eligibility
67% No
33% Yes

Hourly Rate Eligibility
91% No
9% Yes

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Function : AIT – IT Administration
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	31	138	143.1	112.1	130.3	145.0	153.0	168.7
Actual Bonus Amount	27	127	33.9	15.4	21.2	31.1	42.6	52.8
Actual Bonus as % of Base	27	127	23	12	16	22	28	33
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	31	138	172.5	115.4	155.8	175.6	193.1	212.3
Actual Total Direct Compensation (Incl LTI)	31	138	193.7	115.4	161.1	191.3	231.7	258.7
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	5	7.5	---	0.5	2.5	17.1	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	31	138	172.7	115.4	155.8	175.6	193.1	212.3
Total Direct Compensation (Incl LTI & Other Variable Payments)	31	138	193.9	115.4	161.1	191.3	232.8	258.7
Total Compensation (Incl Perqs)	31	138	195.9	115.7	161.1	191.6	238.6	265.8
TARGET COMPENSATION								
Target Bonus Amount	27	127	28.3	14.8	22.7	29.5	31.5	37.5
Target Bonus as % of Base	27	127	20	10	15	20	21	25
Target Cash Compensation	31	138	167.6	114.7	152.1	173.8	182.5	203.0
Target Total Direct Compensation (Incl LTI)	31	138	188.8	114.7	155.1	188.7	218.6	253.5
Target Total Compensation (Incl Perqs)	31	138	190.8	114.9	155.1	191.2	219.3	256.2
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	20	81	35.1	11.9	21.5	27.9	51.7	69.4
LTI as % of Base	20	81	23	9	13	18	33	45
Total Perquisite Amount	19	54	4.4	0.3	1.3	3.3	6.2	9.0
SCOPE VARIABLES								
Company Revenue (millions)	31	138	6,529.0	546.4	1,214.0	3,922.8	8,550.0	17,906.1

Bonus Eligibility
87% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
13% Not eligible

LTI Eligibility
41% No
59% Yes

Hourly Rate Eligibility
100% No
0% Yes

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Company weighted statistics

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Function : AIT – IT Administration
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	20	50	167.0	112.8	145.5	175.0	186.1	208.7
Actual Bonus Amount	17	46	49.2	19.9	27.3	49.1	60.8	82.1
Actual Bonus as % of Base	17	46	29	16	20	32	36	45
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	20	50	208.8	133.9	166.2	223.8	246.9	265.0
Actual Total Direct Compensation (Incl LTI)	20	50	253.0	133.9	166.2	227.2	334.5	397.1
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	20	50	208.8	133.9	166.2	223.8	246.9	265.0
Total Direct Compensation (Incl LTI & Other Variable Payments)	20	50	253.0	133.9	166.2	227.2	334.5	397.1
Total Compensation (Incl Perqs)	20	50	257.4	133.9	166.2	227.2	345.7	405.9
TARGET COMPENSATION								
Target Bonus Amount	17	46	40.0	17.8	24.8	45.0	51.0	61.3
Target Bonus as % of Base	17	46	24	14	19	25	28	35
Target Cash Compensation	20	50	201.0	132.1	165.8	214.3	233.5	237.5
Target Total Direct Compensation (Incl LTI)	20	50	245.2	132.1	165.8	228.8	325.6	382.2
Target Total Compensation (Incl Perqs)	20	50	249.6	132.1	165.8	228.8	333.5	391.2
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	10	21	90.3	23.0	48.8	86.7	124.4	174.1
LTI as % of Base	10	21	50	15	27	45	67	99
Total Perquisite Amount	9	20	10.3	---	6.1	8.9	14.8	---
SCOPE VARIABLES								
Company Revenue (millions)	20	50	7,895.3	360.5	1,972.2	4,147.5	11,238.0	26,776.1

Bonus Eligibility
85% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
15% Not eligible

LTI Eligibility
51% No
49% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AIT – IT Administration
Level : M4 – Group Manager (M4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	4	5	190.0	---	---	182.5	---	---
Actual Bonus Amount	4	5	82.3	---	---	67.4	---	---
Actual Bonus as % of Base	4	5	43	---	---	33	---	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	4	5	272.2	---	---	269.7	---	---
Actual Total Direct Compensation (Incl LTI)	4	5	303.2	---	---	292.2	---	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	4	5	272.2	---	---	269.7	---	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	4	5	303.2	---	---	292.2	---	---
Total Compensation (Incl Perqs)	4	5	305.4	---	---	295.4	---	---
TARGET COMPENSATION								
Target Bonus Amount	4	5	69.1	---	---	51.7	---	---
Target Bonus as % of Base	4	5	36	---	---	25	---	---
Target Cash Compensation	4	5	259.1	---	---	254.0	---	---
Target Total Direct Compensation (Incl LTI)	4	5	290.0	---	---	276.5	---	---
Target Total Compensation (Incl Perqs)	4	5	292.2	---	---	279.7	---	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	4	5	1,193.0	---	---	1,226.0	---	---

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
100%	Eligible	50%	No	100%	No
0%	Eligible but payment not received for poor performance reasons	50%	Yes	0%	Yes
0%	Eligible but payment not received due to insufficient time on the job				
0%	Not eligible				

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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Function : AIT – IT Administration
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	32	468	82.8	70.7	75.9	80.4	88.2	102.8
Actual Bonus Amount	24	235	10.1	4.4	6.6	9.7	11.8	16.3
Actual Bonus as % of Base	24	235	12	6	8	12	14	18
Hourly Rate	4	17	41	---	---	39	---	---
Actual Cash Compensation	32	468	90.5	74.8	81.5	89.3	98.5	110.8
Actual Total Direct Compensation (Incl LTI)	32	468	92.5	75.2	82.5	90.9	102.3	111.7
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	8	21	5.8	---	0.8	2.2	11.1	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	32	468	91.4	74.8	81.9	89.6	102.5	110.8
Total Direct Compensation (Incl LTI & Other Variable Payments)	32	468	93.5	75.2	82.5	91.7	105.6	114.2
Total Compensation (Incl Perqs)	32	468	94.3	75.3	82.5	93.3	107.5	114.2
TARGET COMPENSATION								
Target Bonus Amount	23	221	9.9	5.2	8.0	9.6	10.9	15.2
Target Bonus as % of Base	23	221	12	7	10	12	15	15
Target Cash Compensation	31	454	90.6	74.0	83.7	89.2	96.6	106.5
Target Total Direct Compensation (Incl LTI)	31	454	92.5	74.0	83.7	92.3	103.2	110.0
Target Total Compensation (Incl Perqs)	31	454	93.3	74.0	83.7	94.2	103.2	110.4
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	12	69	7.0	3.5	4.4	6.7	9.5	12.1
LTI as % of Base	12	69	9	4	5	8	12	15
Total Perquisite Amount	16	105	1.7	0.3	0.4	0.9	2.9	4.8
SCOPE VARIABLES								
Company Revenue (millions)	32	468	7,140.4	621.2	1,394.6	4,155.0	11,731.2	18,444.7

Bonus Eligibility	
75%	Eligible
0%	Eligible but payment not received for poor performance reasons
0%	Eligible but payment not received due to insufficient time on the job
25%	Not eligible

LTI Eligibility	
59%	No
41%	Yes

Hourly Rate Eligibility	
91%	No
9%	Yes

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AIT – IT Administration
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	39	726	102.3	87.0	95.3	101.7	109.7	122.0
Actual Bonus Amount	33	410	14.0	5.6	8.6	13.0	18.8	21.0
Actual Bonus as % of Base	33	410	14	6	10	13	19	20
Hourly Rate	4	33	49	---	---	48	---	---
Actual Cash Compensation	39	726	114.0	93.3	102.9	113.7	123.6	139.5
Actual Total Direct Compensation (Incl LTI)	39	726	117.5	93.3	104.7	117.4	130.5	142.5
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	7	32	7.6	---	0.6	7.1	10.6	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	39	726	114.3	93.3	102.9	115.1	125.2	139.5
Total Direct Compensation (Incl LTI & Other Variable Payments)	39	726	117.8	93.3	104.7	117.8	132.0	142.6
Total Compensation (Incl Perqs)	39	726	118.4	93.3	104.7	118.5	133.0	143.0
TARGET COMPENSATION								
Target Bonus Amount	32	388	12.5	7.0	9.1	12.4	14.7	18.1
Target Bonus as % of Base	32	388	12	8	10	12	15	15
Target Cash Compensation	38	702	113.0	91.9	104.7	112.9	122.8	135.6
Target Total Direct Compensation (Incl LTI)	38	702	116.4	91.9	104.7	116.5	127.8	140.8
Target Total Compensation (Incl Perqs)	38	702	117.0	91.9	104.7	117.7	129.9	141.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	15	139	12.1	5.1	5.9	11.9	14.9	24.5
LTI as % of Base	15	139	12	5	6	12	15	22
Total Perquisite Amount	18	169	1.3	0.4	0.5	0.8	2.0	2.8
SCOPE VARIABLES								
Company Revenue (millions)	39	726	6,299.0	540.0	1,266.1	3,922.8	10,461.5	18,370.4

Bonus Eligibility
82% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
18% Not eligible

LTI Eligibility
62% No
38% Yes

Hourly Rate Eligibility
93% No
7% Yes

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Effective date April 01, 2017
Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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Function : AIT – IT Administration
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	31	607	122.4	106.8	116.4	121.6	127.3	140.1
Actual Bonus Amount	28	380	19.5	8.5	12.0	18.4	24.4	33.8
Actual Bonus as % of Base	28	380	16	8	11	15	20	27
Hourly Rate	4	22	61	---	---	61	---	---
Actual Cash Compensation	31	607	139.8	110.1	133.8	140.2	148.6	155.5
Actual Total Direct Compensation (Incl LTI)	31	607	147.5	110.4	136.5	148.7	159.2	177.0
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	10	41	7.4	0.5	0.8	2.2	13.8	25.5
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	31	607	140.6	110.1	133.9	140.8	148.7	156.7
Total Direct Compensation (Incl LTI & Other Variable Payments)	31	607	148.3	110.4	136.5	148.7	159.2	177.3
Total Compensation (Incl Perqs)	31	607	149.3	110.4	136.5	148.7	163.8	179.3
TARGET COMPENSATION								
Target Bonus Amount	27	366	17.9	9.7	14.1	18.2	21.1	24.5
Target Bonus as % of Base	27	366	15	8	13	15	18	20
Target Cash Compensation	30	591	138.9	117.5	130.9	140.1	144.7	155.2
Target Total Direct Compensation (Incl LTI)	30	591	146.5	117.5	135.1	146.9	162.9	170.2
Target Total Compensation (Incl Perqs)	30	591	147.5	117.5	135.5	147.4	163.0	174.8
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	15	175	18.3	9.1	11.0	20.1	22.9	28.5
LTI as % of Base	15	175	15	8	8	16	19	23
Total Perquisite Amount	17	139	1.9	0.3	0.5	0.8	2.6	5.4
SCOPE VARIABLES								
Company Revenue (millions)	31	607	6,454.4	631.6	1,214.0	3,922.8	10,523.0	18,943.1

Bonus Eligibility
87% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
13% Not eligible

LTI Eligibility
51% No
49% Yes

Hourly Rate Eligibility
94% No
6% Yes

All values in Canadian Dollar

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Company weighted statistics

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AIT – IT Administration
Level : P5 – Master (P5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	15	75	151.5	130.3	135.4	143.7	159.8	197.6
Actual Bonus Amount	14	64	33.4	24.6	28.7	33.7	37.8	41.0
Actual Bonus as % of Base	14	64	23	14	20	23	27	28
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	15	75	182.6	158.6	165.9	179.7	193.8	218.2
Actual Total Direct Compensation (Incl LTI)	15	75	204.2	158.1	165.9	198.0	228.6	268.5
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	15	75	184.1	158.1	165.9	181.6	194.3	227.6
Total Direct Compensation (Incl LTI & Other Variable Payments)	15	75	205.9	158.1	165.9	198.0	228.6	274.3
Total Compensation (Incl Perqs)	15	75	207.0	159.3	165.9	200.8	231.8	274.3
TARGET COMPENSATION								
Target Bonus Amount	14	65	27.8	17.7	23.4	27.9	32.3	38.5
Target Bonus as % of Base	14	65	19	13	17	20	20	23
Target Cash Compensation	15	75	177.4	153.3	159.0	172.8	187.6	217.3
Target Total Direct Compensation (Incl LTI)	15	75	199.2	153.3	159.0	195.3	216.5	267.6
Target Total Compensation (Incl Perqs)	15	75	200.3	154.3	159.0	196.7	219.7	267.6
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	10	44	35.8	15.4	21.5	35.0	47.0	62.0
LTI as % of Base	10	44	23	10	14	24	32	39
Total Perquisite Amount	7	34	4.9	---	1.3	2.8	3.8	---
SCOPE VARIABLES								
Company Revenue (millions)	15	75	8,660.4	870.3	1,780.1	4,000.0	13,224.0	28,527.5

Bonus Eligibility
93% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
7% Not eligible

LTI Eligibility
34% No
66% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar

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Company weighted statistics

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AIT – IT Administration
Level : T1 – Entry (T1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	5	9	60.7	---	52.6	57.2	70.4	---
Actual Bonus Amount	4	6	5.0	---	---	5.7	---	---
Actual Bonus as % of Base	4	6	9	---	---	10	---	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	5	9	64.7	---	56.2	63.5	73.8	---
Actual Total Direct Compensation (Incl LTI)	5	9	64.7	---	56.2	63.5	73.8	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	5	9	64.7	---	56.2	63.5	73.8	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	5	9	64.7	---	56.2	63.5	73.8	---
Total Compensation (Incl Perqs)	5	9	65.8	---	56.3	63.5	76.6	---
TARGET COMPENSATION								
Target Bonus Amount	4	6	4.7	---	---	5.2	---	---
Target Bonus as % of Base	4	6	8	---	---	9	---	---
Target Cash Compensation	5	9	64.4	---	56.6	62.9	73.0	---
Target Total Direct Compensation (Incl LTI)	5	9	64.4	---	56.6	62.9	73.0	---
Target Total Compensation (Incl Perqs)	5	9	65.5	---	56.6	62.9	75.8	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	5	9	9,486.4	---	1,226.1	4,000.0	20,489.9	---

Bonus Eligibility
80% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
20% Not eligible

LTI Eligibility
100% No
0% Yes

Hourly Rate Eligibility
80% No
20% Yes

All values in Canadian Dollar

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Company weighted statistics

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Function : AIT – IT Administration
Level : T2 – Intermediate (T2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	43	71.9	---	55.7	72.2	85.8	---
Actual Bonus Amount	3	---	---	---	---	---	---	---
Actual Bonus as % of Base	3	---	---	---	---	---	---	---
Hourly Rate	3	---	---	---	---	---	---	---
Actual Cash Compensation	7	43	74.1	---	58.3	72.2	85.8	---
Actual Total Direct Compensation (Incl LTI)	7	43	74.0	---	58.3	72.2	85.8	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	43	74.0	---	58.3	72.2	85.8	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	7	43	74.0	---	58.3	72.2	85.8	---
Total Compensation (Incl Perqs)	7	43	74.0	---	58.3	72.2	85.8	---
TARGET COMPENSATION								
Target Bonus Amount	3	---	---	---	---	---	---	---
Target Bonus as % of Base	3	---	---	---	---	---	---	---
Target Cash Compensation	7	43	74.0	---	57.3	72.2	85.8	---
Target Total Direct Compensation (Incl LTI)	7	43	74.0	---	57.3	72.2	85.8	---
Target Total Compensation (Incl Perqs)	7	43	74.0	---	57.3	72.2	85.8	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	1	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	7	43	5,973.7	---	672.1	2,344.5	8,550.0	---

Bonus Eligibility
40% Eligible
0% Eligible but payment not received for poor performance reasons
3% Eligible but payment not received due to insufficient time on the job
57% Not eligible

LTI Eligibility
100% No
0% Yes

Hourly Rate Eligibility
50% No
50% Yes

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AIT – IT Administration
Level : T3 – Senior (T3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	11	40	85.8	62.1	64.9	84.2	97.0	119.6
Actual Bonus Amount	7	22	9.0	---	5.1	9.3	12.5	---
Actual Bonus as % of Base	7	22	10	---	8	9	13	---
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	11	40	91.5	63.0	70.0	91.7	104.7	129.6
Actual Total Direct Compensation (Incl LTI)	11	40	91.5	63.0	70.0	91.7	104.7	129.6
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	11	40	91.5	63.0	70.0	91.7	104.7	129.6
Total Direct Compensation (Incl LTI & Other Variable Payments)	11	40	91.5	63.0	70.0	91.7	104.7	129.6
Total Compensation (Incl Perqs)	11	40	91.6	63.0	70.6	91.7	104.7	129.6
TARGET COMPENSATION								
Target Bonus Amount	7	22	7.8	---	3.9	9.4	10.7	---
Target Bonus as % of Base	7	22	9	---	6	9	12	---
Target Cash Compensation	11	40	90.8	62.8	68.8	90.1	104.7	128.5
Target Total Direct Compensation (Incl LTI)	11	40	90.8	62.8	68.8	90.1	104.7	128.5
Target Total Compensation (Incl Perqs)	11	40	90.9	62.8	69.4	90.1	104.7	128.5
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	11	40	4,768.5	377.8	1,791.0	4,030.0	6,552.0	12,289.2

Bonus Eligibility
64% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
36% Not eligible

LTI Eligibility
91% No
9% Yes

Hourly Rate Eligibility
80% No
20% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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Function : AIT – IT Administration
Level : T4 – Lead (T4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	8	68	92.5	---	79.7	97.1	104.8	---
Actual Bonus Amount	6	65	7.1	---	4.1	7.3	9.8	---
Actual Bonus as % of Base	6	65	8	---	6	9	11	---
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	8	68	97.8	---	86.0	102.1	112.0	---
Actual Total Direct Compensation (Incl LTI)	8	68	97.8	---	86.0	102.1	112.0	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	8	68	97.8	---	86.1	102.1	112.0	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	8	68	97.8	---	86.1	102.1	112.0	---
Total Compensation (Incl Perqs)	8	68	98.0	---	86.1	102.1	112.9	---
TARGET COMPENSATION								
Target Bonus Amount	6	65	6.8	---	4.8	7.2	8.3	---
Target Bonus as % of Base	6	65	8	---	7	9	9	---
Target Cash Compensation	8	68	97.6	---	86.8	103.0	109.9	---
Target Total Direct Compensation (Incl LTI)	8	68	97.6	---	86.8	103.0	109.9	---
Target Total Compensation (Incl Perqs)	8	68	97.8	---	86.8	103.0	110.8	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	0	---	---	---	---	---	---	---
LTI as % of Base	0	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	8	68	3,507.1	---	1,885.2	3,400.5	4,041.3	---

Bonus Eligibility
75% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
25% Not eligible

LTI Eligibility
100% No
0% Yes

Hourly Rate Eligibility
71% No
29% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : ALG – Legal
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	11	21	170.7	111.7	130.0	183.3	208.0	221.7
Actual Bonus Amount	11	21	38.5	14.8	28.1	33.1	51.3	76.8
Actual Bonus as % of Base	11	21	22	11	16	22	28	35
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	11	21	209.1	139.8	148.0	213.3	258.3	297.6
Actual Total Direct Compensation (Incl LTI)	11	21	238.8	147.2	158.1	222.2	278.4	399.6
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	11	21	216.1	139.8	148.0	222.2	259.3	306.9
Total Direct Compensation (Incl LTI & Other Variable Payments)	11	21	245.8	147.2	158.1	222.2	325.5	399.6
Total Compensation (Incl Perqs)	11	21	248.8	147.6	158.1	222.5	330.0	408.8
TARGET COMPENSATION								
Target Bonus Amount	11	21	33.8	17.8	21.6	36.6	42.2	45.6
Target Bonus as % of Base	11	21	19	14	20	20	22	22
Target Cash Compensation	11	21	204.4	132.5	153.9	219.9	253.1	266.1
Target Total Direct Compensation (Incl LTI)	11	21	234.1	145.9	158.6	230.7	273.2	368.1
Target Total Compensation (Incl Perqs)	11	21	237.1	147.5	158.6	230.7	277.8	377.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	7	10	48.2	---	20.1	34.3	100.0	---
LTI as % of Base	7	10	25	---	9	20	46	---
Total Perquisite Amount	7	17	4.8	---	2.0	5.0	5.9	---
SCOPE VARIABLES								
Company Revenue (millions)	11	21	7,031.0	2,397.4	2,420.0	3,570.6	5,653.0	30,149.0

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
100%	Eligible	36%	No	100%	No
0%	Eligible but payment not received for poor performance reasons	64%	Yes	0%	Yes
0%	Eligible but payment not received due to insufficient time on the job				
0%	Not eligible				

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : ALG – Legal
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	29	63	202.3	162.0	175.7	216.3	226.0	239.1
Actual Bonus Amount	27	60	65.6	21.0	48.4	61.3	77.8	114.3
Actual Bonus as % of Base	27	60	31	14	22	32	36	52
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	29	63	263.3	180.0	217.7	280.0	310.7	330.0
Actual Total Direct Compensation (Incl LTI)	29	63	333.9	180.0	246.4	366.4	402.5	521.3
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	4	6	8.1	---	---	0.8	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	29	63	264.4	180.0	223.9	280.0	310.7	330.6
Total Direct Compensation (Incl LTI & Other Variable Payments)	29	63	335.0	180.0	246.4	366.4	402.5	521.3
Total Compensation (Incl Perqs)	29	63	342.6	180.8	248.6	370.4	412.1	528.9
TARGET COMPENSATION								
Target Bonus Amount	26	53	53.9	26.0	45.7	57.3	65.0	70.4
Target Bonus as % of Base	26	53	26	14	25	25	30	35
Target Cash Compensation	28	56	253.2	174.7	216.4	273.7	291.6	304.4
Target Total Direct Compensation (Incl LTI)	28	56	319.9	174.7	226.1	333.0	396.4	469.7
Target Total Compensation (Incl Perqs)	28	56	327.6	175.4	226.5	337.2	409.3	480.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	20	48	102.3	32.7	56.2	89.3	156.6	186.3
LTI as % of Base	20	48	47	17	26	39	67	97
Total Perquisite Amount	22	48	10.1	3.5	4.6	8.6	12.2	19.1
SCOPE VARIABLES								
Company Revenue (millions)	29	63	5,322.2	608.0	1,528.5	2,943.2	8,525.0	12,505.0

Bonus Eligibility
93% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
7% Not eligible

LTI Eligibility
28% No
72% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : ALG – Legal
Level : M4 – Group Manager (M4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	12	37	219.1	142.6	199.7	221.1	248.0	274.1
Actual Bonus Amount	12	37	91.5	22.7	53.2	79.4	103.0	241.6
Actual Bonus as % of Base	12	37	40	14	26	33	40	102
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	12	37	310.7	174.5	239.1	307.1	378.7	481.1
Actual Total Direct Compensation (Incl LTI)	12	37	390.0	174.5	257.7	349.1	498.1	715.7
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	12	37	311.1	174.5	239.1	307.1	381.9	481.3
Total Direct Compensation (Incl LTI & Other Variable Payments)	12	37	390.4	174.5	257.7	349.4	501.3	716.1
Total Compensation (Incl Perqs)	12	37	396.5	174.5	260.5	365.2	510.4	721.3
TARGET COMPENSATION								
Target Bonus Amount	12	37	64.3	20.3	34.0	63.5	78.4	149.8
Target Bonus as % of Base	12	37	28	12	18	27	30	65
Target Cash Compensation	12	37	283.5	168.2	224.9	290.2	327.4	396.7
Target Total Direct Compensation (Incl LTI)	12	37	362.8	169.0	240.4	328.4	477.4	626.1
Target Total Compensation (Incl Perqs)	12	37	368.8	169.0	244.2	337.5	486.6	631.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	8	22	124.1	---	47.8	105.3	155.0	---
LTI as % of Base	8	22	51	---	24	43	58	---
Total Perquisite Amount	7	21	10.3	---	7.1	7.5	14.3	---
SCOPE VARIABLES								
Company Revenue (millions)	12	37	5,965.2	560.4	1,049.9	3,193.5	11,715.9	16,610.8

<u>Bonus Eligibility</u>		<u>LTI Eligibility</u>		<u>Hourly Rate Eligibility</u>	
100%	Eligible	35%	No	100%	No
0%	Eligible but payment not received for poor performance reasons	65%	Yes	0%	Yes
0%	Eligible but payment not received due to insufficient time on the job				
0%	Not eligible				

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : ALG – Legal
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	10	15	99.5	67.2	85.3	95.3	114.5	138.5
Actual Bonus Amount	7	10	12.0	---	7.5	12.3	15.6	---
Actual Bonus as % of Base	7	10	12	---	8	13	13	---
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	10	15	108.3	70.7	86.5	106.1	129.4	140.4
Actual Total Direct Compensation (Incl LTI)	10	15	109.6	67.9	92.0	106.1	132.6	140.4
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	10	15	108.0	67.7	86.5	106.1	129.9	140.4
Total Direct Compensation (Incl LTI & Other Variable Payments)	10	15	109.7	67.9	92.0	106.1	132.6	140.4
Total Compensation (Incl Perqs)	10	15	109.9	68.0	92.0	106.1	133.1	140.6
TARGET COMPENSATION								
Target Bonus Amount	7	8	10.3	---	7.5	11.1	13.3	---
Target Bonus as % of Base	7	8	10	---	8	10	13	---
Target Cash Compensation	9	12	109.7	---	94.0	107.0	131.1	---
Target Total Direct Compensation (Incl LTI)	9	12	110.6	---	94.0	107.0	131.8	---
Target Total Compensation (Incl Perqs)	9	12	110.9	---	94.0	107.0	132.2	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	2	---	---	---	---	---	---	---
LTI as % of Base	2	---	---	---	---	---	---	---
Total Perquisite Amount	4	4	0.6	---	---	0.5	---	---
SCOPE VARIABLES								
Company Revenue (millions)	10	15	8,184.5	614.4	901.4	6,845.0	13,252.7	23,878.0

Bonus Eligibility

70% Eligible
0% Eligible but payment not received for poor performance reasons
10% Eligible but payment not received due to insufficient time on the job
20% Not eligible

LTI Eligibility

70% No
30% Yes

Hourly Rate Eligibility

80% No
20% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : ALG – Legal
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	21	73	120.0	80.8	87.7	125.5	146.8	160.2
Actual Bonus Amount	18	67	17.6	5.4	9.4	17.1	22.0	40.3
Actual Bonus as % of Base	18	67	14	5	10	13	16	26
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	21	73	135.1	85.1	95.4	136.4	161.9	195.8
Actual Total Direct Compensation (Incl LTI)	21	73	144.8	81.9	96.2	136.4	173.1	227.5
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	21	73	135.2	81.9	95.4	136.4	161.9	196.2
Total Direct Compensation (Incl LTI & Other Variable Payments)	21	73	145.1	81.9	96.2	136.4	173.1	227.6
Total Compensation (Incl Perqs)	21	73	145.4	82.0	97.3	136.4	173.6	228.4
TARGET COMPENSATION								
Target Bonus Amount	18	67	16.7	3.8	9.4	17.1	22.9	30.5
Target Bonus as % of Base	18	67	13	5	10	14	19	20
Target Cash Compensation	20	70	136.3	84.5	96.3	142.4	165.3	188.4
Target Total Direct Compensation (Incl LTI)	20	70	146.1	84.5	97.0	143.1	176.1	224.7
Target Total Compensation (Incl Perqs)	20	70	146.5	84.6	97.5	143.8	176.3	224.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	8	34	26.3	---	7.1	18.1	51.3	---
LTI as % of Base	8	34	18	---	5	13	35	---
Total Perquisite Amount	8	27	0.9	---	0.3	0.9	1.3	---
SCOPE VARIABLES								
Company Revenue (millions)	21	73	7,073.6	620.8	1,716.9	4,030.0	12,319.5	22,707.0

Bonus Eligibility
83% Eligible
2% Eligible but payment not received for poor performance reasons
6% Eligible but payment not received due to insufficient time on the job
10% Not eligible

LTI Eligibility
62% No
38% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : ALG – Legal
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	32	148	149.5	117.1	130.4	148.7	165.9	194.2
Actual Bonus Amount	28	124	31.1	11.9	19.9	28.2	33.8	64.5
Actual Bonus as % of Base	28	124	20	9	14	18	24	34
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	32	148	176.6	118.8	151.5	175.9	202.5	250.8
Actual Total Direct Compensation (Incl LTI)	32	148	193.2	122.0	150.7	193.4	213.1	261.4
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	12	3.2	---	0.5	1.0	7.0	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	32	148	176.7	118.8	150.7	176.0	202.5	250.8
Total Direct Compensation (Incl LTI & Other Variable Payments)	32	148	193.4	122.0	150.7	193.4	213.5	261.4
Total Compensation (Incl Perqs)	32	148	194.8	122.0	151.9	196.1	213.8	264.9
TARGET COMPENSATION								
Target Bonus Amount	27	120	28.8	15.2	20.2	25.0	34.7	42.3
Target Bonus as % of Base	27	120	18	13	15	17	20	25
Target Cash Compensation	31	140	175.5	117.6	150.8	174.4	204.0	237.0
Target Total Direct Compensation (Incl LTI)	31	140	192.3	119.7	150.8	191.8	224.0	257.0
Target Total Compensation (Incl Perqs)	31	140	193.8	119.7	152.1	192.2	226.2	263.2
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	19	67	32.0	14.3	17.3	24.5	32.0	48.9
LTI as % of Base	19	67	19	10	12	15	20	28
Total Perquisite Amount	15	65	3.0	0.3	0.4	2.2	5.0	8.1
SCOPE VARIABLES								
Company Revenue (millions)	32	148	7,023.5	706.8	1,882.7	4,589.3	10,507.6	16,861.0

Bonus Eligibility
86% Eligible
0% Eligible but payment not received for poor performance reasons
1% Eligible but payment not received due to insufficient time on the job
13% Not eligible

LTI Eligibility
40% No
60% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar
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Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : ALG – Legal
Level : P5 – Master (P5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	30	163	184.4	130.6	165.2	182.3	202.8	229.6
Actual Bonus Amount	27	134	43.2	12.0	31.7	43.9	52.5	74.9
Actual Bonus as % of Base	27	134	23	9	19	22	29	35
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	30	163	223.2	142.3	198.7	226.8	259.6	287.0
Actual Total Direct Compensation (Incl LTI)	30	163	260.9	143.7	200.6	266.1	301.8	363.5
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	5	13	13.2	---	1.1	3.6	30.1	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	30	163	224.5	142.3	199.3	226.8	264.0	288.0
Total Direct Compensation (Incl LTI & Other Variable Payments)	30	163	262.3	143.7	201.2	271.0	302.1	363.7
Total Compensation (Incl Perqs)	30	163	265.7	143.7	201.2	272.8	303.6	371.2
TARGET COMPENSATION								
Target Bonus Amount	25	127	39.8	18.5	33.9	40.3	50.4	56.0
Target Bonus as % of Base	25	127	21	9	19	20	25	28
Target Cash Compensation	29	155	219.8	138.1	199.3	218.7	252.3	274.6
Target Total Direct Compensation (Incl LTI)	29	155	257.2	138.1	199.3	255.1	300.9	350.6
Target Total Compensation (Incl Perqs)	29	155	260.7	138.1	199.9	255.9	303.6	358.2
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	21	83	58.4	16.4	30.6	45.2	69.9	112.6
LTI as % of Base	21	83	29	10	17	21	35	57
Total Perquisite Amount	20	77	5.4	0.3	1.9	4.4	8.6	13.9
SCOPE VARIABLES								
Company Revenue (millions)	30	163	7,818.3	612.8	1,915.6	4,361.2	12,226.7	24,381.1

Bonus Eligibility
87% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
13% Not eligible

LTI Eligibility
34% No
66% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : ALG – Legal
Level : P6 – Renowned Expert (P6)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	11	60	202.1	153.3	181.2	194.3	230.0	261.2
Actual Bonus Amount	10	59	68.4	25.8	51.5	70.1	89.5	100.1
Actual Bonus as % of Base	10	59	33	15	27	35	40	46
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	11	60	264.3	158.0	234.9	269.9	308.7	355.3
Actual Total Direct Compensation (Incl LTI)	11	60	336.3	168.0	271.7	342.0	415.6	435.6
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	11	60	264.9	158.0	234.9	269.9	308.7	360.7
Total Direct Compensation (Incl LTI & Other Variable Payments)	11	60	337.0	168.0	271.7	342.0	415.6	441.1
Total Compensation (Incl Perqs)	11	60	341.7	168.0	272.4	356.3	430.5	445.6
TARGET COMPENSATION								
Target Bonus Amount	10	59	53.5	37.1	46.5	51.1	60.6	77.9
Target Bonus as % of Base	10	59	26	20	22	25	30	32
Target Cash Compensation	11	60	250.8	161.5	217.8	246.9	282.9	334.7
Target Total Direct Compensation (Incl LTI)	11	60	322.8	171.2	256.5	332.1	394.3	413.8
Target Total Compensation (Incl Perqs)	11	60	327.6	171.3	256.5	344.9	397.6	418.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	10	57	81.8	39.2	50.0	93.0	102.3	117.8
LTI as % of Base	10	57	39	21	29	39	49	53
Total Perquisite Amount	8	28	9.0	---	3.6	5.6	14.8	---
SCOPE VARIABLES								
Company Revenue (millions)	11	60	9,359.9	757.5	1,791.0	5,657.1	12,505.0	30,484.9

Bonus Eligibility
91% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
9% Not eligible

LTI Eligibility
9% No
91% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : ALS – Legal Support
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	9	14	116.8	---	103.4	123.3	134.6	---
Actual Bonus Amount	8	13	16.2	---	8.2	14.4	24.2	---
Actual Bonus as % of Base	8	13	14	---	9	14	18	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	9	14	131.2	---	117.8	130.8	154.0	---
Actual Total Direct Compensation (Incl LTI)	9	14	135.4	---	122.7	140.0	158.5	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	9	14	133.1	---	120.9	135.6	154.4	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	9	14	137.4	---	122.8	140.0	160.4	---
Total Compensation (Incl Perqs)	9	14	137.7	---	123.0	140.0	160.4	---
TARGET COMPENSATION								
Target Bonus Amount	8	13	16.3	---	12.5	13.7	20.6	---
Target Bonus as % of Base	8	13	14	---	12	14	16	---
Target Cash Compensation	9	14	131.3	---	116.8	135.7	151.6	---
Target Total Direct Compensation (Incl LTI)	9	14	135.5	---	124.0	140.0	156.1	---
Target Total Compensation (Incl Perqs)	9	14	135.9	---	124.2	140.0	157.4	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	9	14	10,789.6	---	2,555.5	5,657.1	21,956.2	---

Bonus Eligibility
89% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
11% Not eligible

LTI Eligibility
44% No
56% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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Function : ALS – Legal Support
Level : P1 – Entry (P1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	11	43	67.4	45.7	66.6	69.2	73.4	78.2
Actual Bonus Amount	9	40	7.4	---	5.2	6.1	9.4	---
Actual Bonus as % of Base	9	40	10	---	7	9	13	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	11	43	73.4	46.4	67.9	75.8	81.7	88.3
Actual Total Direct Compensation (Incl LTI)	11	43	73.5	46.4	67.9	75.8	81.7	88.6
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	11	43	73.6	46.4	67.9	75.8	81.7	88.4
Total Direct Compensation (Incl LTI & Other Variable Payments)	11	43	73.7	46.4	67.9	75.8	81.7	88.7
Total Compensation (Incl Perqs)	11	43	74.0	46.4	67.9	75.8	82.2	88.8
TARGET COMPENSATION								
Target Bonus Amount	9	40	7.1	---	5.4	6.8	8.7	---
Target Bonus as % of Base	9	40	10	---	8	10	12	---
Target Cash Compensation	11	43	73.2	46.5	67.9	77.0	82.9	86.4
Target Total Direct Compensation (Incl LTI)	11	43	73.3	46.5	67.9	77.0	83.3	86.5
Target Total Compensation (Incl Perqs)	11	43	73.6	46.5	67.9	77.3	83.8	86.6
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	6	13	2.1	---	0.3	0.5	3.3	---
SCOPE VARIABLES								
Company Revenue (millions)	11	43	8,850.9	1,032.3	1,780.1	4,000.0	13,224.0	33,041.6

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
82%	Eligible	85%	No	100%	No
0%	Eligible but payment not received for poor performance reasons	15%	Yes	0%	Yes
0%	Eligible but payment not received due to insufficient time on the job				
18%	Not eligible				

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : ALS – Legal Support
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	13	17	149.3	108.9	132.5	143.7	167.8	193.6
Actual Bonus Amount	11	14	30.4	8.3	17.8	31.9	41.6	50.0
Actual Bonus as % of Base	11	14	20	6	14	20	27	30
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	13	17	175.1	111.9	146.9	182.7	204.7	222.2
Actual Total Direct Compensation (Incl LTI)	13	17	201.8	111.9	158.9	210.3	243.9	290.1
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	13	17	175.1	111.9	146.9	182.7	205.0	222.2
Total Direct Compensation (Incl LTI & Other Variable Payments)	13	17	201.9	111.9	158.9	210.3	244.1	290.1
Total Compensation (Incl Perqs)	13	17	204.0	111.9	158.9	213.1	245.8	299.9
TARGET COMPENSATION								
Target Bonus Amount	11	14	28.4	12.2	21.0	29.4	35.3	39.2
Target Bonus as % of Base	11	14	19	9	15	20	24	25
Target Cash Compensation	13	17	173.4	113.0	158.1	176.1	202.9	213.3
Target Total Direct Compensation (Incl LTI)	13	17	200.1	113.0	160.2	204.0	236.6	282.5
Target Total Compensation (Incl Perqs)	13	17	202.3	113.0	160.2	206.8	238.9	291.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	9	13	38.6	---	25.8	30.4	48.0	---
LTI as % of Base	9	13	24	---	16	20	33	---
Total Perquisite Amount	6	8	7.3	---	0.3	3.1	12.2	---
SCOPE VARIABLES								
Company Revenue (millions)	13	17	9,752.2	745.4	2,367.1	4,721.3	16,761.8	31,523.2

Bonus Eligibility
85% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
15% Not eligible

LTI Eligibility
31% No
69% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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Function : ALS – Legal Support
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	17	122	82.3	65.6	79.0	81.1	85.3	104.2
Actual Bonus Amount	15	109	10.9	6.7	7.6	9.3	12.3	18.1
Actual Bonus as % of Base	15	109	13	9	10	11	16	21
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	17	122	91.8	66.8	87.0	90.8	99.5	109.4
Actual Total Direct Compensation (Incl LTI)	17	122	93.3	66.8	87.0	93.8	100.6	116.6
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	17	122	92.1	66.8	87.0	90.8	100.1	109.4
Total Direct Compensation (Incl LTI & Other Variable Payments)	17	122	93.5	66.8	87.0	93.8	101.1	116.6
Total Compensation (Incl Perqs)	17	122	94.4	66.8	87.1	96.0	102.6	118.5
TARGET COMPENSATION								
Target Bonus Amount	15	109	9.3	5.4	7.0	9.7	11.8	13.3
Target Bonus as % of Base	15	109	11	8	9	12	13	15
Target Cash Compensation	17	122	90.5	66.7	86.6	90.6	97.3	107.0
Target Total Direct Compensation (Incl LTI)	17	122	91.9	66.7	86.6	93.2	99.9	111.2
Target Total Compensation (Incl Perqs)	17	122	92.8	66.7	86.8	94.5	101.4	113.0
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	6	49	5.8	---	3.8	5.0	8.7	---
LTI as % of Base	6	49	7	---	5	6	10	---
Total Perquisite Amount	10	34	1.8	0.3	0.4	1.4	2.6	5.7
SCOPE VARIABLES								
Company Revenue (millions)	17	122	9,620.2	600.8	3,433.0	5,653.0	15,797.2	25,432.8

Bonus Eligibility	
88%	Eligible
0%	Eligible but payment not received for poor performance reasons
0%	Eligible but payment not received due to insufficient time on the job
12%	Not eligible

LTI Eligibility	
59%	No
41%	Yes

Hourly Rate Eligibility	
92%	No
8%	Yes

All values in Canadian Dollar
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Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : ALS – Legal Support
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	20	101	100.8	69.4	93.5	101.1	111.4	122.0
Actual Bonus Amount	17	62	12.1	6.2	7.5	11.6	15.8	20.6
Actual Bonus as % of Base	17	62	12	7	8	12	16	20
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	20	101	110.7	76.3	102.9	114.7	122.5	137.7
Actual Total Direct Compensation (Incl LTI)	20	101	112.8	76.3	102.9	115.8	125.9	138.4
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	20	101	111.3	76.3	102.9	115.4	123.6	137.7
Total Direct Compensation (Incl LTI & Other Variable Payments)	20	101	113.4	76.3	102.9	118.5	125.9	138.4
Total Compensation (Incl Perqs)	20	101	114.7	76.3	103.0	118.6	128.5	141.2
TARGET COMPENSATION								
Target Bonus Amount	17	62	11.2	5.4	7.4	10.5	14.4	17.5
Target Bonus as % of Base	17	62	12	7	10	10	14	16
Target Cash Compensation	20	101	110.0	75.6	102.0	112.7	124.0	132.7
Target Total Direct Compensation (Incl LTI)	20	101	112.1	75.6	102.0	115.2	124.0	139.1
Target Total Compensation (Incl Perqs)	20	101	113.4	75.6	102.1	115.6	124.3	141.8
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	7	32	9.4	---	6.0	8.7	13.7	---
LTI as % of Base	7	32	9	---	6	8	13	---
Total Perquisite Amount	10	38	3.0	0.3	0.4	1.9	4.0	12.7
SCOPE VARIABLES								
Company Revenue (millions)	20	101	8,413.5	1,107.8	1,882.7	4,228.7	11,715.9	26,776.1

Bonus Eligibility
81% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
19% Not eligible

LTI Eligibility
65% No
35% Yes

Hourly Rate Eligibility
94% No
6% Yes

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : ALS – Legal Support
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	15	99	129.7	94.1	122.8	127.8	141.0	160.8
Actual Bonus Amount	12	74	21.3	9.2	13.4	19.6	26.3	45.0
Actual Bonus as % of Base	12	74	16	9	12	15	20	29
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	15	99	148.0	105.4	132.1	148.8	157.3	195.4
Actual Total Direct Compensation (Incl LTI)	15	99	154.6	105.4	132.0	154.9	171.8	223.1
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	4	9	7.4	---	---	2.2	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	15	99	147.5	105.4	132.0	146.2	160.7	196.2
Total Direct Compensation (Incl LTI & Other Variable Payments)	15	99	155.6	105.4	132.0	155.1	171.8	223.8
Total Compensation (Incl Perqs)	15	99	156.5	105.4	132.1	157.3	172.3	224.2
TARGET COMPENSATION								
Target Bonus Amount	13	75	20.2	9.2	12.3	22.4	24.0	35.1
Target Bonus as % of Base	13	75	15	10	11	16	19	23
Target Cash Compensation	15	99	146.9	103.5	132.2	147.9	160.3	190.0
Target Total Direct Compensation (Incl LTI)	15	99	155.1	103.5	132.2	155.0	174.1	217.6
Target Total Compensation (Incl Perqs)	15	99	155.9	103.5	132.2	157.3	174.6	217.9
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	8	40	20.6	---	10.0	20.0	30.9	---
LTI as % of Base	8	40	15	---	8	15	22	---
Total Perquisite Amount	9	45	1.7	---	0.3	0.5	3.2	---
SCOPE VARIABLES								
Company Revenue (millions)	15	99	9,560.9	1,662.2	2,943.2	5,657.1	13,224.0	26,141.5

Bonus Eligibility
78% Eligible
0% Eligible but payment not received for poor performance reasons
7% Eligible but payment not received due to insufficient time on the job
15% Not eligible

LTI Eligibility
50% No
50% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar

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Company weighted statistics

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Function : ALS – Legal Support
Level : P5 – Master (P5)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	20	143.6	---	132.2	148.5	154.0	---
Actual Bonus Amount	7	19	27.0	---	16.2	25.1	35.3	---
Actual Bonus as % of Base	7	19	19	---	12	21	23	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	7	20	170.2	---	146.1	170.6	189.3	---
Actual Total Direct Compensation (Incl LTI)	7	20	189.4	---	146.1	204.9	206.9	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	20	170.2	---	146.1	170.6	189.5	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	7	20	189.4	---	146.1	205.1	207.0	---
Total Compensation (Incl Perqs)	7	20	193.5	---	146.1	207.3	210.1	---
TARGET COMPENSATION								
Target Bonus Amount	7	19	27.5	---	19.4	26.7	34.7	---
Target Bonus as % of Base	7	19	19	---	15	18	22	---
Target Cash Compensation	7	20	170.6	---	148.8	175.3	188.7	---
Target Total Direct Compensation (Incl LTI)	7	20	189.8	---	148.8	201.6	219.1	---
Target Total Compensation (Incl Perqs)	7	20	193.9	---	148.8	201.6	224.1	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	11	26.9	---	19.9	25.8	34.3	---
LTI as % of Base	5	11	18	---	13	17	23	---
Total Perquisite Amount	4	10	7.1	---	---	4.0	---	---
SCOPE VARIABLES								
Company Revenue (millions)	7	20	8,944.9	---	2,344.5	4,045.0	12,134.0	---

Bonus Eligibility
98% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
2% Not eligible

LTI Eligibility
29% No
71% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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Function : ALS – Legal Support
Level : U2 – Intermediate (U2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	9	39	67.2	---	61.0	65.6	76.3	---
Actual Bonus Amount	8	20	7.3	---	4.3	5.8	9.3	---
Actual Bonus as % of Base	8	20	10	---	7	8	12	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	9	39	73.7	---	63.4	70.1	86.2	---
Actual Total Direct Compensation (Incl LTI)	9	39	76.0	---	63.4	75.7	86.2	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	9	39	74.2	---	63.4	74.7	86.2	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	9	39	76.5	---	63.4	76.8	86.2	---
Total Compensation (Incl Perqs)	9	39	76.8	---	63.4	76.8	86.5	---
TARGET COMPENSATION								
Target Bonus Amount	7	17	6.3	---	4.2	6.6	7.8	---
Target Bonus as % of Base	7	17	9	---	7	8	10	---
Target Cash Compensation	8	36	72.9	---	62.7	72.9	85.3	---
Target Total Direct Compensation (Incl LTI)	8	36	74.8	---	62.7	75.7	85.3	---
Target Total Compensation (Incl Perqs)	8	36	75.1	---	62.7	75.8	85.6	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	9	39	9,698.1	---	3,160.9	6,552.0	11,931.0	---

Bonus Eligibility
89% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
11% Not eligible

LTI Eligibility
67% No
33% Yes

Hourly Rate Eligibility
98% No
2% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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Function : ALS – Legal Support
Level : U3 – Senior (U3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	23	79	73.1	58.3	65.6	72.5	78.2	90.3
Actual Bonus Amount	19	71	8.4	3.4	4.5	8.7	10.8	14.7
Actual Bonus as % of Base	19	71	11	5	8	10	15	17
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	23	79	80.0	61.2	69.4	80.5	91.8	100.0
Actual Total Direct Compensation (Incl LTI)	23	79	82.0	61.2	69.4	80.5	96.7	108.8
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	23	79	80.6	61.2	69.4	80.5	91.8	107.5
Total Direct Compensation (Incl LTI & Other Variable Payments)	23	79	82.6	61.2	69.4	80.5	96.7	110.0
Total Compensation (Incl Perqs)	23	79	83.0	61.2	69.4	80.5	97.4	110.8
TARGET COMPENSATION								
Target Bonus Amount	18	70	7.4	3.5	5.2	6.4	9.6	12.3
Target Bonus as % of Base	18	70	10	6	7	10	12	15
Target Cash Compensation	22	78	78.5	60.3	69.7	76.8	84.8	100.2
Target Total Direct Compensation (Incl LTI)	22	78	80.1	60.3	70.5	76.8	88.3	107.9
Target Total Compensation (Incl Perqs)	22	78	80.5	60.3	70.5	77.0	90.1	108.5
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	7	26	7.0	---	4.6	5.3	10.0	---
LTI as % of Base	7	26	9	---	6	8	12	---
Total Perquisite Amount	9	27	1.1	---	0.3	1.0	2.1	---
SCOPE VARIABLES								
Company Revenue (millions)	23	79	8,572.6	1,200.0	2,801.0	4,721.3	12,505.0	26,200.4

Bonus Eligibility
83% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
17% Not eligible

LTI Eligibility
65% No
35% Yes

Hourly Rate Eligibility
99% No
1% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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Function : ALS – Legal Support
Level : U4 – Lead (U4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	15	51	93.4	67.8	79.0	94.6	108.5	121.0
Actual Bonus Amount	13	39	13.0	5.0	9.4	12.2	15.7	23.7
Actual Bonus as % of Base	13	39	14	8	9	13	16	22
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	15	51	104.7	69.5	90.2	105.3	119.8	137.2
Actual Total Direct Compensation (Incl LTI)	15	51	108.8	69.5	90.2	110.6	123.1	153.2
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	15	51	105.5	69.5	90.7	105.3	119.8	141.5
Total Direct Compensation (Incl LTI & Other Variable Payments)	15	51	109.5	69.5	90.7	110.6	123.1	157.4
Total Compensation (Incl Perqs)	15	51	110.1	69.5	91.1	112.3	123.6	159.1
TARGET COMPENSATION								
Target Bonus Amount	13	39	11.3	5.3	8.1	10.9	14.8	18.1
Target Bonus as % of Base	13	39	12	7	10	12	14	16
Target Cash Compensation	15	51	103.3	69.4	88.0	105.5	119.8	132.6
Target Total Direct Compensation (Incl LTI)	15	51	107.3	69.4	88.0	110.6	119.8	148.5
Target Total Compensation (Incl Perqs)	15	51	107.9	69.4	88.0	110.6	119.8	150.1
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	6	21	10.2	---	5.3	9.1	15.6	---
LTI as % of Base	6	21	10	---	6	10	14	---
Total Perquisite Amount	9	28	1.0	---	0.3	0.5	2.0	---
SCOPE VARIABLES								
Company Revenue (millions)	15	51	6,632.9	536.9	2,397.0	4,000.0	12,134.0	17,257.7

Bonus Eligibility

87% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
13% Not eligible

LTI Eligibility

53% No
47% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AMK – Marketing
Level : M1 – Supervisor (M1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	11	16	125.9	89.4	105.0	133.2	150.9	158.1
Actual Bonus Amount	10	15	24.7	12.4	14.4	21.3	32.0	54.7
Actual Bonus as % of Base	10	15	19	12	12	16	24	40
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	11	16	148.4	106.0	117.2	159.3	172.3	191.7
Actual Total Direct Compensation (Incl LTI)	11	16	156.8	106.0	117.2	159.3	178.2	240.6
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	11	16	148.4	106.0	117.2	159.3	172.3	191.7
Total Direct Compensation (Incl LTI & Other Variable Payments)	11	16	156.8	106.0	117.2	159.3	178.2	240.6
Total Compensation (Incl Perqs)	11	16	157.6	106.0	117.2	159.3	178.9	246.3
TARGET COMPENSATION								
Target Bonus Amount	10	15	20.2	10.6	12.6	20.9	23.6	37.5
Target Bonus as % of Base	10	15	16	10	12	15	20	27
Target Cash Compensation	11	16	144.3	104.6	115.5	156.5	173.6	177.1
Target Total Direct Compensation (Incl LTI)	11	16	152.7	104.6	115.5	159.3	174.6	224.4
Target Total Compensation (Incl Perqs)	11	16	153.5	104.7	115.5	159.3	174.6	230.1
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	3	---	---	---	---	---	---	---
LTI as % of Base	3	---	---	---	---	---	---	---
Total Perquisite Amount	5	7	1.8	---	0.4	0.5	3.9	---
SCOPE VARIABLES								
Company Revenue (millions)	11	16	8,380.0	1,263.2	2,399.0	2,801.0	12,505.0	26,584.2

Bonus Eligibility

91% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
9% Not eligible

LTI Eligibility

64% No
36% Yes

Hourly Rate Eligibility

100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AMK – Marketing
Level : P1 – Entry (P1)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	7	21	67.2	---	60.3	65.4	80.5	---
Actual Bonus Amount	6	17	7.0	---	2.7	7.3	9.5	---
Actual Bonus as % of Base	6	17	10	---	5	11	14	---
Hourly Rate	1	---	---	---	---	---	---	---
Actual Cash Compensation	7	21	73.1	---	67.0	69.8	89.2	---
Actual Total Direct Compensation (Incl LTI)	7	21	73.9	---	67.0	73.0	89.2	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	1	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	7	21	73.3	---	68.2	69.8	89.2	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	7	21	74.1	---	68.2	73.0	89.2	---
Total Compensation (Incl Perqs)	7	21	74.3	---	68.2	73.3	89.5	---
TARGET COMPENSATION								
Target Bonus Amount	6	17	5.6	---	3.0	6.1	7.9	---
Target Bonus as % of Base	6	17	9	---	5	10	11	---
Target Cash Compensation	7	21	72.0	---	66.3	69.0	88.6	---
Target Total Direct Compensation (Incl LTI)	7	21	72.8	---	66.3	73.3	88.6	---
Target Total Compensation (Incl Perqs)	7	21	73.0	---	66.3	73.6	88.6	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	1	---	---	---	---	---	---	---
LTI as % of Base	1	---	---	---	---	---	---	---
Total Perquisite Amount	3	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	7	21	9,115.2	---	1,932.0	4,045.0	13,224.0	---

Bonus Eligibility

86% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
14% Not eligible

LTI Eligibility

71% No
29% Yes

Hourly Rate Eligibility

86% No
14% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AMK – Marketing
Level : M2 – Manager (M2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	16	51	149.8	100.4	122.8	152.8	173.6	194.7
Actual Bonus Amount	14	42	30.2	7.3	14.4	32.0	41.7	50.9
Actual Bonus as % of Base	14	42	19	6	12	21	26	30
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	16	51	175.9	103.2	139.4	186.0	210.9	236.3
Actual Total Direct Compensation (Incl LTI)	16	51	202.7	103.2	142.4	191.4	252.1	346.0
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	16	51	178.5	103.2	139.4	186.0	215.9	241.7
Total Direct Compensation (Incl LTI & Other Variable Payments)	16	51	205.4	103.2	142.4	191.4	259.6	346.0
Total Compensation (Incl Perqs)	16	51	208.0	103.2	143.5	193.3	260.8	354.0
TARGET COMPENSATION								
Target Bonus Amount	14	42	29.9	10.9	21.3	30.1	36.0	53.6
Target Bonus as % of Base	14	42	19	10	16	20	21	28
Target Cash Compensation	16	51	175.5	104.1	143.1	181.9	206.4	237.1
Target Total Direct Compensation (Incl LTI)	16	51	202.4	104.1	146.1	189.4	242.9	346.7
Target Total Compensation (Incl Perqs)	16	51	205.0	104.1	147.5	189.4	244.7	354.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	10	29	48.7	12.4	18.9	34.5	73.0	134.4
LTI as % of Base	10	29	28	8	11	21	45	65
Total Perquisite Amount	10	23	4.2	0.1	1.0	4.1	7.7	8.9
SCOPE VARIABLES								
Company Revenue (millions)	16	51	8,006.9	1,455.3	2,035.1	4,037.5	13,529.5	25,624.7

Bonus Eligibility		LTI Eligibility		Hourly Rate Eligibility	
84%	Eligible	43%	No	100%	No
0%	Eligible but payment not received for poor performance reasons	57%	Yes	0%	Yes
0%	Eligible but payment not received due to insufficient time on the job				
16%	Not eligible				

All values in Canadian Dollar

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AMK – Marketing
Level : M3 – Senior Manager (M3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	15	31	171.7	104.3	150.0	177.3	201.7	233.6
Actual Bonus Amount	14	28	43.9	15.2	23.0	44.9	60.1	80.0
Actual Bonus as % of Base	14	28	25	12	19	25	32	40
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	15	31	211.9	122.2	163.7	225.0	259.8	281.6
Actual Total Direct Compensation (Incl LTI)	15	31	262.0	122.2	163.7	266.8	337.8	441.1
Actual Retention Bonus	1	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	15	31	213.6	122.2	163.7	225.0	261.4	294.2
Total Direct Compensation (Incl LTI & Other Variable Payments)	15	31	263.8	122.2	163.7	267.6	337.8	441.1
Total Compensation (Incl Perqs)	15	31	267.3	122.2	163.7	269.2	346.8	443.9
TARGET COMPENSATION								
Target Bonus Amount	14	28	38.5	10.6	24.0	38.3	52.9	67.9
Target Bonus as % of Base	14	28	22	10	19	20	27	35
Target Cash Compensation	15	31	206.8	122.6	163.7	224.1	254.2	267.3
Target Total Direct Compensation (Incl LTI)	15	31	257.0	122.6	163.7	254.3	330.7	433.4
Target Total Compensation (Incl Perqs)	15	31	260.5	122.6	163.7	255.9	337.2	436.3
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	9	21	85.6	---	25.2	77.9	126.6	---
LTI as % of Base	9	21	47	---	11	39	72	---
Total Perquisite Amount	6	19	8.7	---	4.2	7.7	12.0	---
SCOPE VARIABLES								
Company Revenue (millions)	15	31	7,930.9	1,097.2	2,399.0	4,000.0	13,224.0	25,816.6

Bonus Eligibility
90% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
10% Not eligible

LTI Eligibility
43% No
57% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AMK – Marketing
Level : M4 – Group Manager (M4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	6	11	206.3	---	167.2	213.8	242.3	---
Actual Bonus Amount	5	9	113.5	---	36.4	78.9	207.8	---
Actual Bonus as % of Base	5	9	49	---	21	34	84	---
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	6	11	300.9	---	175.6	273.3	387.2	---
Actual Total Direct Compensation (Incl LTI)	6	11	397.4	---	175.6	386.6	569.4	---
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	0	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	6	11	300.9	---	175.6	273.3	387.2	---
Total Direct Compensation (Incl LTI & Other Variable Payments)	6	11	397.4	---	175.6	386.6	569.4	---
Total Compensation (Incl Perqs)	6	11	403.3	---	175.6	397.2	579.9	---
TARGET COMPENSATION								
Target Bonus Amount	5	9	78.4	---	39.2	54.1	129.7	---
Target Bonus as % of Base	5	9	34	---	22	25	52	---
Target Cash Compensation	6	11	271.7	---	173.7	267.3	341.7	---
Target Total Direct Compensation (Incl LTI)	6	11	368.2	---	173.7	386.6	514.9	---
Target Total Compensation (Incl Perqs)	6	11	374.1	---	173.7	395.5	528.0	---
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	4	8	144.8	---	---	168.4	---	---
LTI as % of Base	4	8	62	---	---	69	---	---
Total Perquisite Amount	2	---	---	---	---	---	---	---
SCOPE VARIABLES								
Company Revenue (millions)	6	11	8,079.6	---	1,152.0	3,194.8	16,660.0	---

Bonus Eligibility
83% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
17% Not eligible

LTI Eligibility
33% No
67% Yes

Hourly Rate Eligibility
100% No
0% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AMK – Marketing
Level : P2 – Intermediate (P2)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	17	91	81.6	53.7	75.5	80.5	92.9	98.7
Actual Bonus Amount	13	70	10.8	4.0	8.1	10.7	13.5	17.7
Actual Bonus as % of Base	13	70	13	5	10	14	15	21
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	17	91	90.0	58.4	81.9	93.2	101.1	112.4
Actual Total Direct Compensation (Incl LTI)	17	91	92.7	57.9	79.3	95.7	107.1	117.1
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	17	91	89.7	57.9	80.1	93.2	101.4	112.4
Total Direct Compensation (Incl LTI & Other Variable Payments)	17	91	92.8	57.9	80.1	95.7	107.4	117.1
Total Compensation (Incl Perqs)	17	91	93.2	57.9	80.3	95.7	107.8	117.7
TARGET COMPENSATION								
Target Bonus Amount	14	72	9.8	2.7	7.1	10.0	12.7	16.5
Target Bonus as % of Base	14	72	12	4	10	12	15	19
Target Cash Compensation	17	91	89.6	58.2	80.9	92.6	102.5	112.5
Target Total Direct Compensation (Incl LTI)	17	91	92.7	58.2	81.5	93.2	106.7	122.2
Target Total Compensation (Incl Perqs)	17	91	93.2	58.3	81.5	93.2	107.0	124.2
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	5	20	11.4	---	6.0	8.5	18.2	---
LTI as % of Base	5	20	13	---	7	11	21	---
Total Perquisite Amount	8	17	1.0	---	0.3	0.5	1.9	---
SCOPE VARIABLES								
Company Revenue (millions)	17	91	9,048.3	701.6	2,138.3	4,000.0	13,281.5	27,440.0

Bonus Eligibility
73% Eligible
0% Eligible but payment not received for poor performance reasons
9% Eligible but payment not received due to insufficient time on the job
18% Not eligible

LTI Eligibility
59% No
41% Yes

Hourly Rate Eligibility
93% No
7% Yes

All values in Canadian Dollar
Effective date April 01, 2017
Company weighted statistics

All monetary values in thousands – 2017 Accounting Value

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AMK – Marketing
Level : P3 – Career (P3)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	22	180	97.5	73.1	88.8	92.9	104.9	127.5
Actual Bonus Amount	19	117	12.1	6.1	7.6	11.7	16.0	19.9
Actual Bonus as % of Base	19	117	12	6	9	13	16	20
Hourly Rate	2	---	---	---	---	---	---	---
Actual Cash Compensation	22	180	107.7	78.6	96.2	102.6	121.4	139.5
Actual Total Direct Compensation (Incl LTI)	22	180	111.9	78.6	96.2	108.0	129.4	143.8
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	3	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	22	180	107.8	78.6	96.2	102.6	121.4	139.7
Total Direct Compensation (Incl LTI & Other Variable Payments)	22	180	112.0	78.6	96.2	108.0	129.5	143.8
Total Compensation (Incl Perqs)	22	180	112.7	78.9	97.1	108.7	129.6	144.2
TARGET COMPENSATION								
Target Bonus Amount	19	117	12.0	6.6	9.0	11.4	16.1	18.8
Target Bonus as % of Base	19	117	12	8	10	12	15	17
Target Cash Compensation	22	180	107.6	78.6	97.2	102.1	120.8	140.2
Target Total Direct Compensation (Incl LTI)	22	180	111.9	78.6	97.2	107.5	128.8	145.5
Target Total Compensation (Incl Perqs)	22	180	112.5	78.6	98.5	108.3	128.9	145.7
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	6	15	16.9	---	11.0	14.4	23.7	---
LTI as % of Base	6	15	17	---	12	16	23	---
Total Perquisite Amount	10	31	1.5	0.3	0.5	0.9	2.2	4.8
SCOPE VARIABLES								
Company Revenue (millions)	22	180	7,653.2	1,509.1	2,385.3	4,037.5	12,684.7	23,045.4

Bonus Eligibility
84% Eligible
0% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
16% Not eligible

LTI Eligibility
64% No
36% Yes

Hourly Rate Eligibility
95% No
5% Yes

All values in Canadian Dollar

Effective date April 01, 2017

Company weighted statistics

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2017 Energy Services MMPS Compensation Survey – Canada
Position Summary Table
TOTAL SAMPLE
August 2017

WillisTowersWatson 

Function : AMK – Marketing
Level : P4 – Specialist (P4)

	Cos	Cases	Average	10th	25th	50th	75th	90th
ACTUAL COMPENSATION								
Base Salary	18	225	122.8	97.0	106.1	122.9	132.0	153.8
Actual Bonus Amount	16	82	20.9	8.4	14.4	18.4	30.1	36.2
Actual Bonus as % of Base	16	82	17	8	11	16	22	27
Hourly Rate	0	---	---	---	---	---	---	---
Actual Cash Compensation	18	225	140.5	104.5	120.6	140.1	156.2	192.3
Actual Total Direct Compensation (Incl LTI)	18	225	147.7	104.5	120.6	145.4	178.6	198.4
Actual Retention Bonus	0	---	---	---	---	---	---	---
Total Variable Payments – Excl Actual Bonus	2	---	---	---	---	---	---	---
Total Actual Cash Compensation (Incl Other Variable Payments & Retention Bonus)	18	225	140.6	104.5	120.6	140.1	156.2	192.5
Total Direct Compensation (Incl LTI & Other Variable Payments)	18	225	147.8	104.5	120.6	145.5	178.6	198.6
Total Compensation (Incl Perqs)	18	225	149.0	104.5	120.6	145.8	179.8	200.6
TARGET COMPENSATION								
Target Bonus Amount	16	83	20.3	9.8	12.9	19.8	27.2	32.7
Target Bonus as % of Base	16	83	16	10	12	17	20	22
Target Cash Compensation	18	225	140.3	104.8	118.3	143.1	154.5	187.3
Target Total Direct Compensation (Incl LTI)	18	225	147.6	104.8	118.3	145.7	177.3	193.4
Target Total Compensation (Incl Perqs)	18	225	148.7	104.8	121.5	146.0	177.4	198.0
LONG-TERM INCENTIVES AND PERQS								
LTI Expected Value Amount	7	25	24.0	---	13.0	25.2	27.6	---
LTI as % of Base	7	25	18	---	11	17	22	---
Total Perquisite Amount	9	33	2.3	---	0.3	2.2	4.8	---
SCOPE VARIABLES								
Company Revenue (millions)	18	225	9,286.1	1,750.6	2,385.3	4,383.2	14,596.9	25,240.9

Bonus Eligibility
81% Eligible
3% Eligible but payment not received for poor performance reasons
0% Eligible but payment not received due to insufficient time on the job
16% Not eligible

LTI Eligibility
56% No
44% Yes

Hourly Rate Eligibility
100% No
0% Yes

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